

JUNE

NATION'S

1944

# BUSINESS







Copyright 1944, The Pullman Company

"I never did this in daylight before!"



Back home, he came in the house with his shoes in his hand only when he'd stayed out late—to keep from disturbing Mother and Dad.

But... this is an *Egyptian* home. And he knows that the War Department's Pocket Guide to Egypt says:

*"Take off your shoes before entering a room—leave your socks on."*

That's something he's never done before—in daylight. But it's the custom of the country.

There's a custom of our country, too, that's something many boys had never done at night before they entered service. It's the American custom of traveling in comfort—which troops in training do at the rate of almost a million a month.

*So going Pullman is new to lots of them. And it will be new to you when the war is over.*

Then, new kinds of Pullman cars will be in general use. One kind will be all rooms—a duplex-roomette car.

**Riding there**, you'll have every convenience that you'd have at home—with light and heat and air conditioning all individually controlled.

**Sleeping there**, as you speed safely and dependably toward your destination, you'll get a grand night's rest in a wonderfully comfortable bed. And you'll waken to your own dressing quarters—your private washing and toilet facilities.

That's one new type car there'll be.

And Pullman plans that rooms in these new duplex-roomette cars will cost little—if any—more than lower berths cost now.

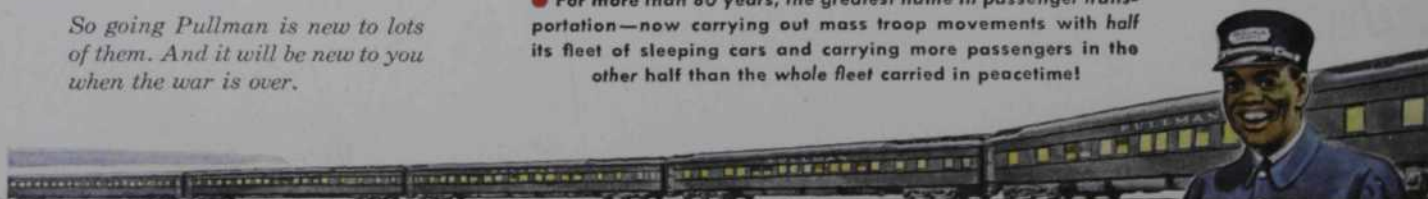
Another new type car—the coach-sleeper—will offer Pullman comfort and convenience for less than the present rate for a berth in either standard or tourist sleeping cars.

So, when you can travel for pleasure again, Pullman will see to it that you travel in even greater comfort than you ever have before.

NOW'S THE TIME TO BUY ANOTHER WAR BOND!

## PULLMAN

● For more than 80 years, the greatest name in passenger transportation—now carrying out mass troop movements with half its fleet of sleeping cars and carrying more passengers in the other half than the whole fleet carried in peacetime!





**He said:**  
**"WE THANK  
 ALL YOU FOLKS  
 FOR DOING A  
 SWELL JOB"**

The Army doesn't endorse any product. Neither may any of its personnel.

But here at Buick we get letters from people who've learned that Buick powers the Liberator.

And there's one that holds a special place with us because of what shines through its direct and homely phrasing. It reads, in essence:

"This bomber I was in had Buick's bomber engines. Well, we got shot up bad... Our engines were shot up bad too... They held out just long enough to get us back to our base.

"We 8 of that bomber thank all you folks for doing a good job on them engines. We can't lose with folks like you all that are making them engines."

No heroics. No colorful writing about bursting flak, riddled wings, vicious enemy attack.

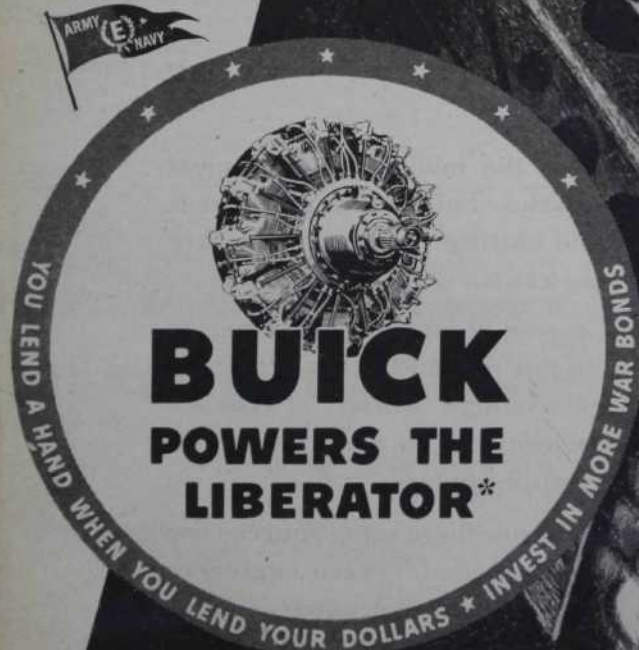
Just faith. Good, solid American trust in every word!

What honest American can fail to put his best into any task, big or little, with faith like that riding on what he does?

Buick powers the Liberator. And as long as we do, we'll do the best job we've ever done on anything.

*war goods*  
**WHEN BETTER AUTOMOBILES ARE BUILT BUICK WILL BUILD THEM**

The Army-Navy "E" proudly flies over Buick plants in both Flint, Mich., and Melrose Park, Ill., having been awarded to Buick people for outstanding performance in the production of war goods.



**BUICK DIVISION OF GENERAL MOTORS**

Every Sunday Afternoon—GENERAL MOTORS SYMPHONY OF THE AIR—NBC Network

\*As of May 15, 1944, Buick has built more than 45,000 Pratt & Whitney aircraft engines.



OFFICIAL O.W.I. PHOTOGRAPH BY DELANO

## **"GENERALS" in mufti**

**N**AMED after prominent Generals of the past, our hard-fighting tanks are doing an epic job in the war.

American Industry has geared its vast production capacities to building battle-ships and jeeps, tanks, guns, giant bombers and fighters, billions of bullets, shells and bombs.

Whatever the need to speed Victory, American workmen produce the goods. Skillful management makes possible this vast arsenal of war.

However, there is one basic element

demand in the manufacture of most all war materiel. This vital ingredient is oil . . . fine cutting coolants and other quality lubricants.

And — in war plants all over America — wherever this demand exists — there is a quick, convenient source of Texaco quality lubricants . . . *at more than 2300 wholesale supply points.*

Available from these same sources are the services of skilled Texaco engineers — to assure the operating efficiency and economy of Texaco quality lubricants.

**THE TEXAS COMPANY**

—in all  
48 States





*"I think I'd better stop now"*

**When Long Distance Says—  
"Please limit your call  
to 5 minutes"**

That's a good suggestion to follow. It means the lines to war-busy centers are crowded. It's a friendly, thoughtful act that helps the other fellow—and then some day turns right around and helps you.



BELL TELEPHONE SYSTEM





# FREE ENTERPRISE

BASED ON SOUND,  
TESTED BUSINESS  
FACTS *Always  
Succeeds!*



*You've Got to Spend Money to Make Money*

## GEORGE S. MAY COMPANY

*Business Engineering*

NEW YORK 17

CHICAGO 45

ATLANTA 3

WASHINGTON 5, D. C.

CANADA: Toronto • Montreal

SAN FRANCISCO 4

OFFICES IN PRINCIPAL CITIES



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NO. 6

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## You can't "DUST OFF" an Industry, Mr. Tuttle!

An era of competition such as American industry has never before experienced will break like a bomb shell when peace is made, and manufacturers return to producing civilian consumer goods. To be prepared to operate profitably in this new economy calls for careful planning TODAY—careful consideration of all the factors that might result in lowering manufacturing costs.

Industry has long since recognized the need for adequate dust control and has learned thru its wartime experience that in the post-peace era, dust control will be a factor of major importance.

AAF has the facilities TODAY to help you work out your tomorrow's dust control system. There is no obligation involved in asking for help. Let us send you "AAF in Industry"—a booklet which describes the full line of AAF equipment, preliminary to discussing your needs with one of our engineers.

**AMERICAN AIR FILTER CO., INC.**  
**109 Central Ave., LOUISVILLE, KY.**

In Canada: Darling Bros., Ltd., Montreal, P. Q.



**ENGINEERED DUST CONTROL**





## ICE DIPLOMACY

"Ice-e-e! Ice-e-e!" In south sea Polynesian, this new word means friendship and help for the Seabees against the lurking Jap! The ice that a York FlakIce machine produces, at the flick of a switch, is the thing which influences natives more than bright beads or any of the usual tinsel. *Ice!* Cascades of this strange, delicious stuff!

Like the modern weapons of war they travel with, FlakIce machines do their job with amazing swiftness. In just a few minutes after water and power connections are made, frosty ribbons of ice pour from those compact self-contained machines. No complicated assembling process. No tedious hours of waiting for ice to form.

Our Navy finds a legion of uses for FlakIce. They range from ice water for the parched throats of fighting men to the application of ice for local anesthesia and the prevention of shock in surgery.

FlakIce comes in the form needed... small curved ribbons that do not adhere to one another... just right for the ice packs that reduce blood loss and pain.

Here is another of the many York products produced and perfected in peacetime that has found a vital place in the march to Victory!

York Corporation, York, Pennsylvania.



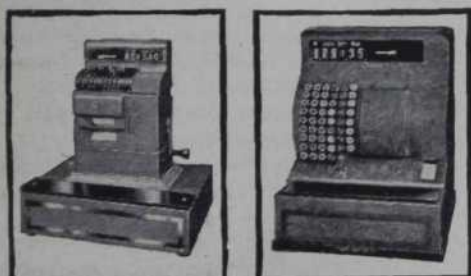
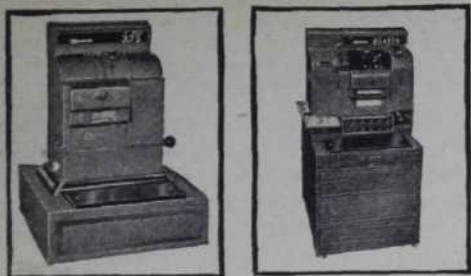
# YORK REFRIGERATION AND AIR CONDITIONING

HEADQUARTERS FOR MECHANICAL COOLING SINCE 1885

NATION'S BUSINESS for June, 1944



Another Reason for remembering  
OHMER when you make your  
plans for peace



*These*  
**Ohmer Cash Registers**  
are typical of the many  
models that will be avail-  
able for all lines of busi-  
ness when the war ends

OHMER REGISTER COMPANY  
DAYTON 1, OHIO



**OHMER**

CASH REGISTERS for every type of retail store  
FARE REGISTERS and TAXIMETERS for transportation  
TOOL CONTROL REGISTER SYSTEMS for industry

MANUFACTURERS OF REGISTERING  
EQUIPMENT SINCE 1898

# Through the Editors' Specs

## Tyler felt better

ONE HUNDRED years ago, on May 24, 1844, Miss Ellsworth, daughter of the then Commissioner of Patents, dictated a message that, in addition to its unique place in history, has caused endless inquiry as to who said *what, when and where*. Sent in Morse code to Baltimore from Washington over wires and equipment constructed and invented by its sender, Professor Samuel F. B. Morse, the message read: "What hath God wrought!"

Twenty-six days later, Chief Justice Taney, from the Electric Register (the sending and receiving room) in Baltimore, dispatched his respects and inquired after the health of President Tyler—who had gone to the Supreme Court room in the Capitol to receive them. The President returned his compliments immediately and stated that he enjoyed good health and felt much better since Congress had finally adjourned.

Ever since, with the exception of the present temporary ban caused by Tojo and Hitler, Americans have enjoyed sending respects, good cheers and numbered messages 1-K to 709-W, over the professor's (now) nation-wide gadget. And ever since, Presidents have heaved a sigh of relief whenever Congress adjourned.

## The pains of walking

A MAN who takes off his shoes in a public place today may be mistaken for a subversive character because the custom of removing footgear when entering another man's place is strictly oriental. But the man we saw reassured everyone.

"My feet hurt," he said. Then he told a pitiful story.

It seems that gasoline rationing has, to paraphrase an old vaudeville gag, "put him on his feet again." Unused to it, he sought solace for his tortured tootsies by calling the War Department.

"Did they know how to make walking easier?"

If they did, they wouldn't tell him. So he called the police.

"Surely," he thought—but what he thought didn't matter. The police had

never given the matter consideration.

So he called the Post Office.

"Perhaps you people have a booklet—"

No booklet. So he just takes off his shoes. Maybe soldiers, policemen and mail carriers do that, too. If they get as much satisfaction out of it as he did, we don't blame them.

## Right hand-left hand

OUT in Portland, Ore., the other day, the right hand found out what the left hand was doing. A bright-eyed member of the Chamber of Commerce was seeking more business for local firms. He found a local shipyard equipping new ships with life vests from Pennsylvania. He thought the vests could be made in Portland.

It turned out they were. A Portland firm was making them and shipping them to a Pennsylvania firm which had the contract. Pennsylvania sent them back to the shipyard.

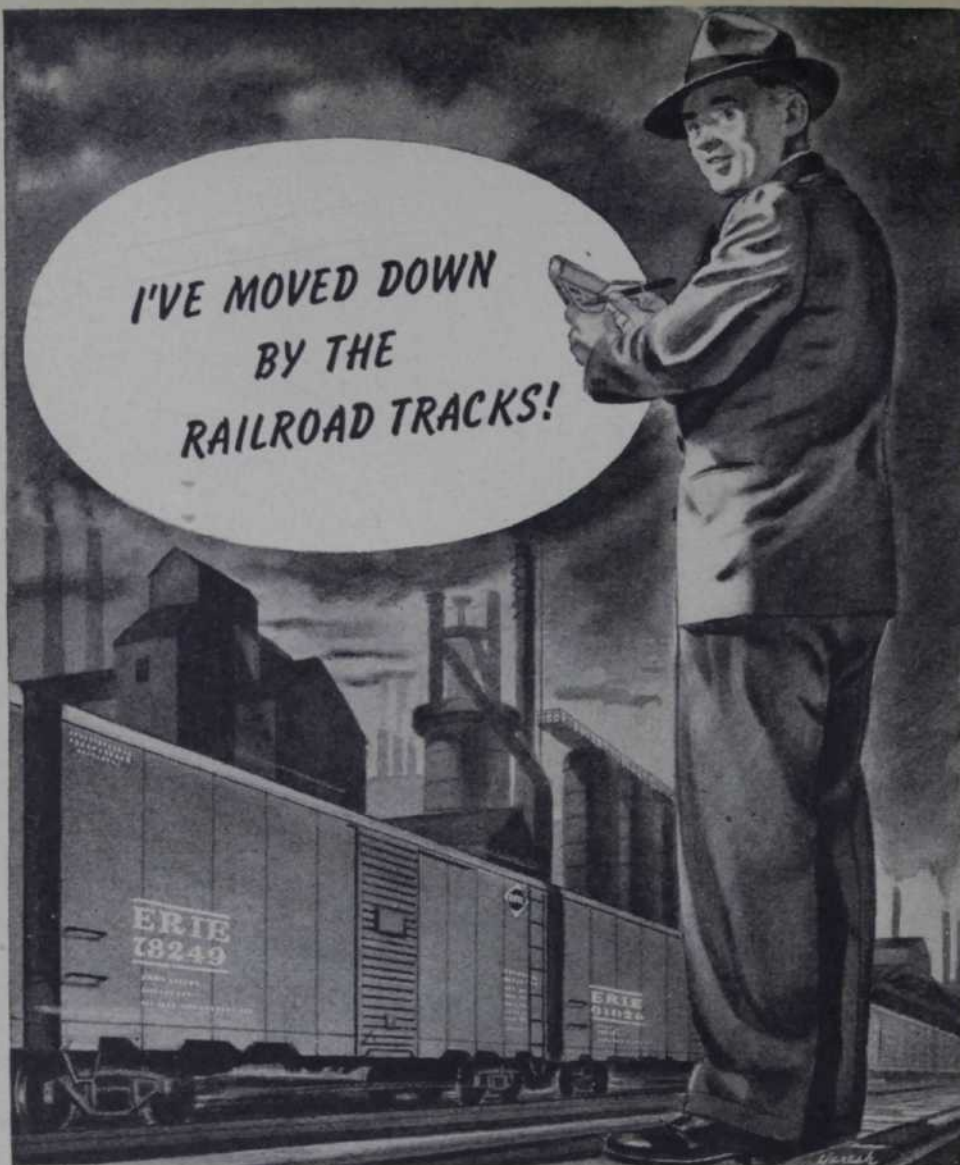
Things are different now.

## It ought to be fun

IN MAKING ready for our expected postwar industrial and commercial activity, the Department of Commerce has set up a "China Legal Section" to study, translate and interpret for American business and government the laws of China. The explanation for such a move being that Confucianism is confusing. For example:

Four Chinese brothers owned a store jointly. Each possessed a quarter of the stock, as well as the building and equipment. Since they had only one cat, they specified that each brother owned one-quarter—Ah Chee owned the right fore part, Ah Boon owned the right rear part, etc. When the cat injured his right fore leg, none of the brothers paid any attention except Ah Chee, who bandaged the leg and turned the cat loose, whereupon the cat played around the fire in the grate and the bandage caught fire. The cat let out a meow and ran helter-skelter through the store, setting goods on fire and starting a blaze that burned the store to the ground. The three brothers sued Ah Chee in the courts, claiming that his part of the cat burned the store down. The Chi-







**W**ITH the present increased volume of freight, shippers need *more* information about their shipments than ever before. So, many Erie sales and service representatives have moved into Service Bureaus, down by the tracks, where they can better give that information, *quickly, accurately, reliably.*


Often one bureau may handle over 200 phone calls a day... furnish information on train movements... gather the facts to help speed vital war materials.

Many of these "hold-the-phone" answers are helping Erie shippers keep production lines moving, make effective use of manpower, back up our fighting men with a steady flow of material.

So, if your Erie sales and service representative tells you, "I've moved down by the tracks", you'll know he is working where he can contribute *most* to help you.

 **23,578 FREIGHT TRAINS DAILY**

 **1,408,964 FREIGHT CARS DAILY**

 **25,000,000 NET TONS DAILY**

**AMERICAN RAILROADS AT WAR**



# Erie Railroad

ONE OF AMERICA'S RAILROADS—ALL UNITED FOR VICTORY

BUY WAR BONDS AND STAMPS

nese magistrate carefully considered the case, then decided: The three brothers owed Ah Chee for the store that burned down. For, the magistrate said, while Ah Chee had taken care of his part of the cat, the others had not; and the other three legs of the cat were guilty of spreading the fire around the store.

This story, the experts say, aptly indicates the difficulties which will befuddle Chinese-American business relations when the war ends.

We can hardly wait.

## Tip for sales managers

WHEN somebody begins to talk about how hard it is to find salesmen today, Washingtonians think of George D. Schermerhorn, president of a Reading, Mich., chair company.

When the manpower shortage caught up with him, he trained his wife as a salesman and sent her to Washington, where she stopped first at the Department of Agriculture and got a contract for 25,000 bent wood folding chairs without even a demonstration. She threw that in for good measure and then went over to the Navy Department where she sold 20,000 more.

Mrs. Schermerhorn went home and took lessons on converting to stamped steel from drop forgings. Then she came back to sell parachute lugs. She sold them.

Unless she has been back to Washington since we last heard, Mrs. Schermerhorn's last trip was to demonstrate a model of a cannon wiper for Army Ordnance.

To do that she had to discuss the difference between 100 per cent bronze and 95 per cent steel and five per cent bronze. It wasn't giving her any trouble.

## Sailing, sailing

THE man-with-an-axe-to-grind snuggled his vest against the other side of the desk and asked:

"What service offers the greatest opportunity for modernizing after the war?"

"Japanese restaurants," we guessed but he had no interest in our answer. His answer was all ready:

"Excursion boats!" And remembering away back to the old Fall River Line and the Hudson River night boats we allowed he might have something.

The thing he had was a drawing of "a beautiful streamlined 300 passenger boat with accommodations rivaling..." It will operate on the Tennessee River, between Knoxville and Paducah, when, as and if. But that is his axe and he can't grind it here.

The only point of this is that opportunity still knocks.

## "When you say that, smile"

IF OUR copy of Bartlett's "Quotations" was not clear across the room, we could tell you who said, "many a true word is spoken in jest." Probably you don't care any more than we do but it is a convenient opening to bring up the extemporaneous speech that Vincent D. Nich-



olson, counsel for the R. E. A., made recently in Chicago.

In it, he said:

"Now I am a lawyer, but I am only half water and half barnacle because I am appearing here this afternoon in two functions and I have found it a very happy combination of functions.

"When something is proposed which I do not want to be done, I function as a lawyer and I turn to myself as deputy administrator and I say it can't be done because it ain't legal, and if I want something done I function as deputy administrator and I say to hell with the law, go ahead and do it."

Mr. Nicholson was speaking in jest, as he convinced the Senate Agricultural subcommittee which is investigating the REA, but, as Henry P. Fowler points out in his article beginning on page 27, he didn't have to be. The difficulty with the present set-up of federal administrative bureaus is that many officials can say that—and not smile.

## Arise, Sir . . .

RAISING the good sword, CoCUSA, we tap an editorial accolade this month on the shoulders of two American cities:

First, Nampa, Idaho, where business men are making an all-out effort to reduce friction with OPA.

"Just tell me what I'm supposed to do," one butcher said. "To hell with all those two-bit words! I haven't got time to run to a lawyer every time I cut up a quarter of beef."

So the business men and the OPA-ers got together and agreed that they had common objectives: 1. To help combat inflation; 2. To improve merchant-OPA relations and understanding; 3. To build consumer confidence in retailers.

Their program got to rolling so good that it became known as the Nampa Plan, and has now been successfully adopted by 22 other cities in Idaho and Eastern Oregon—and it is still growing.

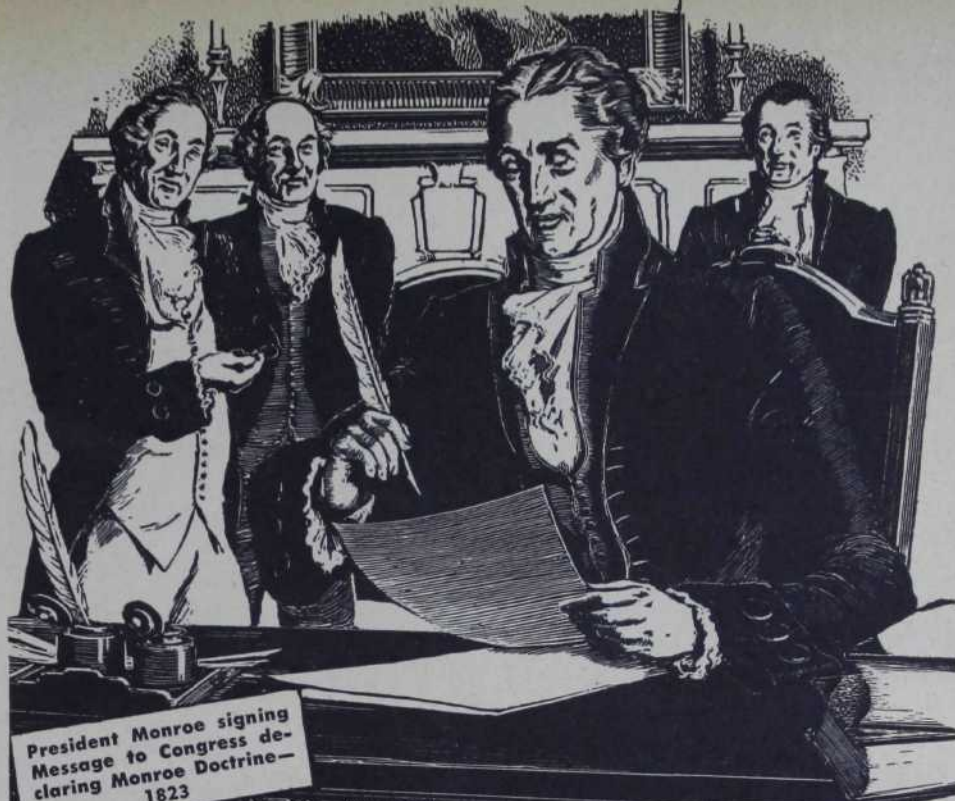
The heart of the Nampa Plan is the substitution of understanding for distrust. It places retailers, consumers and the OPA in the status of co-belligerents in the war on inflation and black markets.

Also to Lansing (City of Distinction), Mich., where officials have established an almost unprecedented record of municipal achievement—their bonded debt is said to be the lowest of any city over 30,000 population. The city's debt amounts to only \$808,000, of which all but \$215,000 is offset by sinking funds. The combined city departments have invested over \$5,633,000 in U. S. government bonds. There is no bonded debt against the public school system and the school board has a reserve of several hundred thousand dollars.

## Good news for carpet-makers

IF WILLIAM SHIRER is correct—and no one has said he wasn't—our adversary, Mr. Hitler, beguiles his moments of mental stress by throwing himself on the floor and chewing up the carpet.

The German carpet market should be



# INSTALLED 123 YEARS AGO



## STILL IN SERVICE

The first cast iron water main installed in the United States was laid in Philadelphia in 1821, before the declaration of the Monroe Doctrine. It is still in service and good for generations to come, as shown by the above

photograph taken during a recent inspection. The long life of cast iron pipe, its low maintenance cost and its re-use or salvage value, are reasons why it is the standard material for water mains the world over.

NO. 1 TAX SAVER



CAST IRON PIPE RESEARCH ASS'N, T. F. WOLFE, RESEARCH ENGINEER, 122 S. MICHIGAN AVE., CHICAGO 3

# CAST IRON PIPE SERVES FOR CENTURIES





improved by several items that have appeared in the recent news, to wit:

Douglas reports that on their A-20 plane it used to take 16 manhours to produce one airframe pound; today it takes only one manhour.

Consolidated Vultee finds its production has risen from 47 pounds per worker for the first full month of the war to eight pounds a day now.

Lockheed reveals that its payroll had declined by 14,000 persons since December 1, 1943, but that output has increased during the same period.

A maker of plane parts says his production is greater than a year ago although the number of workers has decreased over 10 per cent.

Oh, Squire, a new set of teeth for Der Fuehrer—und schnell!

### Last ounce items

RETAIL merchants of a northern New York community are sponsoring a Help Wanted radio program. Various business houses announce, over the air, their requirements for help, the working hours, salary and advantages.

One plant takes photographs for free of its employees in their working clothes and then provides suitable enlargements which the worker can mail to friends and relatives in the services.

A New York plant pays an additional \$50 to any employee who is inducted or volunteers in the service and brings in someone capable of taking over his job. Almost every departing employee has been able to find his own replacement.

An aviation plant has announced that it will give every worker a two weeks, expense-paid, vacation at the end of the war. Company officials believe this better than a bonus as employees have something specific to anticipate and it will give the firm a breathing spell to plan best placement of employees.

### Rent your capital investment

"HUNDREDS of barber shops, restaurants, rooming houses and other linen users have been able to open because they needed no investment to get their linens.

A single rental charge, paid after use of the items, covers the use of the textiles as well as the laundering," points out Hugh P. Flynn of Providence (R. I.), president of the Linen Supply Association of America.

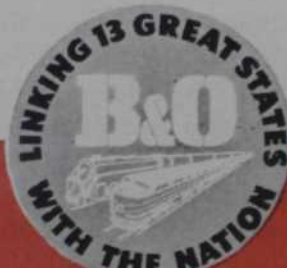
"Office space is available on short lease," Flynn continues. "Typewriters and even trucks can be rented by the month. There's no reason why all office requirements and even machine tools and production equipment can't be provided on the same basis. Then the young man with enterprise and an idea will be able to start in business if he does not have to buy his office furniture, lighting fixtures, appliances, tools and other equipment, with a risk of serious loss should his venture fail."

## RINGING THE AXIS WITH AMERICAN *Steel*

Steel is the very backbone of our mighty war machine. In almost every weapon, from the tiny parts of a bomb fuse to the thick armor plates of a 45,000 ton battleship, steel is an absolute essential. So urgent is the demand for this fighting metal that the American Steel Industry is smashing all records with the amazing monthly production of more than 7,000,000 tons—a mighty mountain of metal, forming the ever-tightening ring of death around the Axis! ★ We, of the Baltimore & Ohio, fully appreciate the hugeness...the importance...of this great industry. For over our 11,000 miles of track speeds train after train laden with raw materials and finished products; ore for the furnaces, billets for the forges, huge armor plates, tough tanks and guns. ★ All of the 70,000 B & O workers, recognizing the vital role played by steel in this war, are quickening their pace to hasten the torrential flow of steel over B & O rails to bring final Victory sooner!

*R. B. White*  
R. B. WHITE, President

➔ IN MANY OF THE 13 GREAT STATES SERVED BY BALTIMORE & OHIO LINES, ROARING MILLS PRODUCE FIGHTING STEEL FOR THE WEAPONS OF VICTORY.



# BALTIMORE & OHIO RAILROAD



# Her boss calls her a

## Revolutionist!



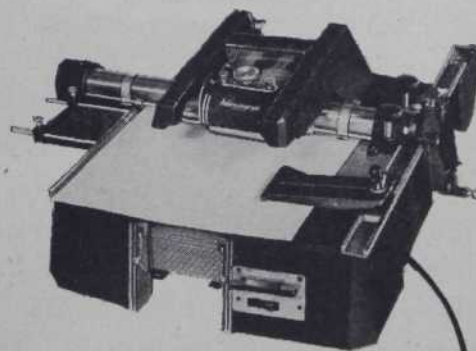
**T**HIS girl is a typist. She has always had a good record for loyalty and efficiency, for suggesting new ideas.

One of these ideas revolutionized office procedures.

Here's what happened. She suggested to the department manager that basic personnel information be put on Addressograph plates so that office records could be kept by machine instead of typewriter. Results: twenty-three separate typing jobs were reduced to one!

Then the idea spread to other departments. Through Addressograph *simplified business methods* inventory time was reduced, payroll handling simplified. The original suggestion eventually resulted in saving thousands of man-hours monthly, pointed the way to even greater postwar savings.

If you write *anything* repeatedly, you can do it better, faster with 100% accuracy by Addressograph-Multigraph methods. Results are revolutionary. The method is often an adaptation of your *present system*. You can handle inventories, storekeeping, production control, purchase orders, tool crib control, parts and job identifications, and dozens of other paperwork jobs with mass production technique—save time and money. Our Research and Methods Department will gladly show you how. Write the Addressograph-Multigraph Corporation—Cleveland and all principal cities of the world.



Prices of hand model Addressographs begin at \$12.50; electric models at \$177.50. Illustrated is Model 900 with lister for sheets and dating attachment at \$240.00, f. o. b. Cleveland.

# Addressograph

TRADE-MARK REG. U.S. PAT. OFF.

## SIMPLIFIED BUSINESS METHODS

Addressograph and Multigraph are Registered Trade Marks of Addressograph-Multigraph Corporation





## GANGWAY FOR A GOOD SOLDIER!

Mama has decided that her two young men should meet each other.

And he's off to see his daddy—for the first time!

We may not be able to give them the kind of ride we'd like to. Trains will be crowded. Some coaches may not be as comfortable and convenient as our best equipment. They may have to wait on sidings as troop and munitions trains get the right of way.

But service men and their rela-

tives are good soldiers. They take inconveniences in their stride, understanding that the railroads are doing the best they can to bring them together.

With traffic so heavy, the railroads cannot always maintain all their prewar standards. But they

are keeping their dates with convoys, and fighting all the emergencies that go with the world's biggest transportation job. They're working as they have never worked before and are determined to do their level best to help get the job done, and done as speedily as possible.



ASSOCIATION OF  
**AMERICAN RAILROADS**  
ALL UNITED FOR VICTORY



## HOME FREEZING

### COOLING STUFF FAST IS ONE WAY TO COOK UP JOBS



A lot of jobs can be created by carrying heat . . . *from* somewhere or *to* somewhere.

Take *from*. You've got to take heat away, in refrigeration and air conditioning. Ditto for internal combustion engines and superchargers.

Take *to*. Getting things hot means getting heat *to* somewhere—the sole plate of an “iron”; the inside of an oven; the food in a cooking utensil.

None of these are new ideas. But to increase postwar sales—which is industry's method of keeping up employment—all heat transfer products will have to be made better and cheaper.

If you are going to make something that sells on its ability to transfer heat, you will need a metal that conducts fast and economically.

That takes you to *aluminum*.

Aluminum is an excellent conductor of heat. It has the added advantages of being light in weight, strong, highly resistant to corrosion and extremely workable.

It has always been these. Now two new advantages must be con-

sidered, which have fundamentally changed the economics of aluminum. Aluminum is available in quantities that dwarf previous figures. And wartime perfected techniques—furnace brazing, for example—greatly increase the ease of fabricating aluminum.

You and we both are concentrating on winning the war, but, when you start mass fabrication on new civilian things, you will need experience in the application of aluminum and assurance of complete uniformity of quality.

That takes you to *Alcoa*.

Alcoa has been acquiring experience in the right use of aluminum since it engineered the first aluminum kettle back in 1899.

ALUMINUM COMPANY OF AMERICA,  
2125 Gulf Building, Pittsburgh, Pa.

*Heat Conductivity*

ONE OF  
12 REASONS FOR USING

**ALCOA**

**ALUMINUM**





# When **TIME**

## is important...



Starting with a few Underwood Sundstrands, one large grocery chain now uses 4,800!



For its batch sheet and transit letter listings, a New York bank has purchased 150 Underwood Sundstrands.



Expense distribution is just one of the many uses a large electrical manufacturing company finds for its 450 Underwood Sundstrands.



One of the world's largest motor car manufacturers uses 500 Underwood Sundstrands in its accounting department and in its general offices.



Preparation of statements and general office work are handled by a meat packer with a battery of 400 Underwood Sundstrands.



## Figure on an Underwood Sundstrand!

Faster, easier figuring saves precious minutes every hour.

When you figure on an Underwood Sundstrand you're figuring on a machine that pays for itself as you figure.

Basic principle of the Underwood Sundstrand is its simple method of 10-key "touch operation." With all figure keys under the fingertips of one hand, operators can quickly attain speeds they never thought possible.

And because their eyes are kept on

the work sheets and don't have to help the fingers "pick and choose" from a multiplicity of keys, there is no back-and-forth headswing to cause fatigue.

A call to your Underwood Sundstrand representative will bring you, without obligation, interesting information on this time-saving adding-figuring machine.

Underwood Sundstrand Adding-Figuring Machines are available subject to War Production Board authorization.

Save the Seconds and You Save the Day—

## Underwood Elliott Fisher Company

One Park Avenue, New York 16, N. Y.

Makers of Underwood Typewriters, Accounting Machines, Adding-Figuring Machines and Supplies.



Our factory at Bridgeport, Connecticut, proudly flies the Army-Navy "E," awarded for the production of precision instruments calling for skill and craftsmanship of the highest order...



# Sound of the Future



*"Here she comes! Gosh!" — "Bet she's hitting 120!" — "Talk about your streamlined horsepower! Wow!"*

Young America lined the tracks the summer of 1934 when the Zephyr made its streaking, record-breaking run from Denver to Chicago.

But years before this Diesel-engined train ushered in a new kind of railroading, General Motors men were working out the problems of this new motive power.

A new Diesel engine came into being that now powers trains of many railroads all over the United States — with an over-all economy never before equaled.

When a mechanized war broke over us, a clamor for this compact economical power plant arose from those who saw its tremendous possibilities.

Today, some of those same eleven-year-olds of 1934 who cheered the Diesel-powered Zephyr now listen to the smooth rush of thousands of horsepower in Diesel-powered submarines, long-ranged enough to get in periscope sight of Fujiyama. Others hear the Diesels' steady, reassuring purr in tanks, landing barges and many types of naval equipment.

One of the reasons they were ready to come through was that in normal peacetime work General

Motors men, seeking to provide more and better things for more people, had built up a backlog of experience in their production.

America is rich in such experience because here men have always received just rewards for undertaking new things.

That is the idea that gave us the bountiful life we knew in prewar America. It has proved mighty useful in war. The same idea will keep on providing more and better things for more people in peace.

## GENERAL MOTORS

**"VICTORY IS OUR BUSINESS"**

CHEVROLET • PONTIAC • OLDSMOBILE • BUICK  
CADILLAC • BODY BY FISHER • FRIGIDAIRE  
GMC TRUCK AND COACH

*Every Sunday Afternoon*  
GENERAL MOTORS SYMPHONY OF THE AIR—NBC Network

KEEP  
AMERICA STRONG



*Buy War Bonds*





"The Goodyear Research Laboratory is dedicated to unlocking the vast storehouse of nature, to the enlargement of life thereby, and so to the service of man. We have come far in this world, far enough to know there are great other worlds of knowledge yet to explore. We have only begun to learn; the best is yet to come."

*Whitcomb*



## Bettered by Everything Science Now can Give

THE chief ingredient of Goodyear quality has never been rubber or cotton—year in and year out it is brains.

That is why, when natural rubber was plentiful and available to all, Goodyear tires were outstanding in their excellence.

That is why, when national emergency made "reclaim" war tires a

necessity, Goodyear tires were the best to be had.

And that is why, now that synthetic rubber tires for civilian use are being built in quantity, Goodyears are hailed as "the finest example of the art."

All of this traces back to the emphasis Goodyear has traditionally placed on research to advance the

usefulness and value of its products.

Now this partnership with science is made immensely more fruitful, with the establishment and operation by Goodyear of the finest research laboratory for its purpose in the world.

In the sinewy spring and durable strength of the Goodyear synthetic rubber tires you see pictured here, are reflected the concrete benefits of the technical knowledge and authority that brought them forth.

Bettered by every advantage that modern science now can give, they are representative of that standard which for years has made "more people ride on Goodyear tires than on any other kind."

Hear Goodyear's Two Great Radio Shows

WALTER PIDGEON in "The Star and the Story"—CBS—Sunday evenings. "HOOK 'n' LADDER FOLLIES"—NBC—Saturday mornings. See local paper for time and station.

Another reason for choosing Goodyears

Next to quality, competent service counts most in getting full performance from tires. Goodyear dealers comprise the largest, most efficient, veteran tire service group in the world.



### NO OTHER SYNTHETIC RUBBER TIRE OFFERS YOU ALL THESE ADVANTAGES

1. Twenty years' experience with synthetic rubber
2. Tough, sturdy carcass of low stretch Supertwist cord, built to prewar quality
3. Tested non-skid safety from time-proved Goodyear tread design
4. Maximum wear from scientific Goodyear design that keeps tread under compression
5. Greater experience, evidenced by Goodyear's record in building more than 350,000,000 pneumatic tires—millions more than any other manufacturer

Supertwist—T. M. The Goodyear Tire & Rubber Company

# GOODYEAR

THE GREATEST NAME IN RUBBER

NATION'S BUSINESS for June, 1944



# MANAGEMENT'S

# Washington LETTER

**A last minute roundup by a staff of Washington observers of government and business**

WAGE INCENTIVE PLANS ARE MAKING HISTORY in war industries.

John W. Nickerson, Director of WPB's Management Consultant Division, reports U.S. industrial production could be increased 35% with present manpower if all plants operated at the efficiency level of the best in matters of engineering methods, labor relations, and ratios of wages to productivity.

Most efficient production methods in aircraft last year, if applied to the entire industry, would have given 30,000 more planes with the same labor force, Nickerson calculates, with corresponding increase in ships, artillery and ammunition.

Wage incentive plans (higher individual earnings for more production) have been resisted by some labor organizations, but war experience has convinced many that sound incentive schedules can benefit workers in post-war period.

► **MANPOWER PICTURE** continues difficult in 70 war-production areas, but is easing slightly in 285 others checked monthly by WMC.

Current survey discloses labor reserves now available in 174 centers.

Principal areas in which labor supply has improved during past month: Pensacola, Dallas, Salt Lake, Tucson, Texarkana.

Among larger cities reporting labor reserves: Worcester, New York City, Scranton, York, Wheeling, Cincinnati, Grand Rapids, Terre Haute, Evansville, Birmingham, Chattanooga, Memphis, Omaha, Des Moines, Minneapolis, Kansas City, Tulsa, St. Louis, Topeka, San Antonio, Ft. Smith, and Albuquerque.

Says Selective Service Director Hershey: "Our war machine is built; now we must maintain it."

Congress will not pass industrial draft of 4-F's.

► **PAPER AND PACKAGING** are critical problems for every line of civilian distribution. (See Management Letter for February, 1944.)

Rationing of paper board is an early possibility.

WPB has established a war-time Packaging Committee to map emergency program on salvage, re-use and substitutions.

This Committee, headed by F. J. Solon, Vice President of Owens-Illinois Glass, includes also representatives of Army, Navy, WFA. Solon is assistant chief of WPB's Containers Division.

Various Industry Advisory Committees will be consulted on proposals for thinner paperboard for boxes used by laundries, dry-cleaners, florists, bakers, and confectioners.

Paper salvage campaign must be intensified.

► **FARM MACHINERY PRODUCTION SCHEDULE** for 1944 (year ends June 30) will aggregate \$624,000,000, wholesale, "substantially equal to the best pre-war year, 1941," says WPB's Farm Equipment Advisory Committee.

This total includes both new machinery and maintenance parts. There is still a shortage of some heavy equipment; but 1945 production schedule (1,200,000 tons) will be adjusted to balance acute shortages.

Ample metals are available under controlled-materials program; but factory manpower is still a limiting factor.

► **EUROPEAN FOOD SURVEY** by United Nations Relief and Rehabilitation Administration indicates the entire Continent (excepting Germany) is on a malnutrition level—getting only 8 to 10 pounds of animal fats per capita a year. (Minimum subsistence diet, 30 pounds.)

"More than 500-million people in 30 nations are under Axis grip; many are hungry; millions are medically destitute....Fats are top priority need....Wheat and other cereals will be needed in large quantities....Protein foods are very short....If large areas are liberated at one time, it is difficult to see where adequate amounts to meet the needs can be obtained."

Significance: UNRRA, having measured Europe's post-war food needs, is unable to see where required supplies are to be obtained in present scale of world production.

► **COMMERCIAL TRADE WITH MIDDLE EAST** is re-opening under joint control of U.S. and Great Britain, through Combined



Agency for Middle East Supplies, 43 Exchange Place, New York.

This unique agency combines operations of U.S. Foreign Economic Administration and British Supply Council; issues export certificates to commercial houses in light of relative civilian need and available shipping space.

Middle East is first area in which joint U.S.-British trade control has been applied. John P. Dawson, FEA official, is director of the Combined Agency in Washington.

All requisitions on American and British markets first must clear through Middle East Supply Center at Cairo, also a joint Anglo-American Agency.

Significance: FEA is searching for a practical system of export regulations which will stimulate revival of private trade overseas, while maintaining broad priority controls, as long as shipping is limited.

► VETERANS ADMINISTRATION reports more than 100,000 veterans and dependents of World War II already receiving monthly death or disability pensions—about one-tenth of the total pensioners now carried from all wars.

Present Veterans' hospital capacity will be expanded from 87,000 beds to 104,000 in next 2 years. Says Veterans Administrator, Brig. Gen. Frank T. Hines: "By the time the veterans of the present war reach the present age of the veterans of the first World War, I anticipate that the Veterans Administration will need 300,000 beds of all types." (More than 15,000,000 veterans then will be eligible for hospitalization.)

Army now operates 850 hospitals with nearly 500,000 beds in U.S. and overseas, plus 35,000 beds in overseas mobile hospital units. Many of these hospitals will be transferred to Veterans Administration after war.

V. A. also has outstanding \$109-billions in life insurance—"equivalent to three-fourths of all the private insurance outstanding in the U.S. prior to the declaration of war."

► CORN SHORTAGE this summer may force temporary rationing of corn meals, starches, sugars and sirups. Official figures indicate farm stocks probably will be exhausted by mid-August, about 2 months before new crop is available.

Corn sales already are controlled by WFA in 125 principal producing counties; each mill authorized to buy only as an agent of federal Government.

Although herds of livestock and poultry on farms are 7% larger than a year

ago, corn stocks are 19% smaller; oats 17% less; wheat 33% less.

Substitute animal feeds, plus emergency corn imports, will cover part of this critical deficiency; but considerable distress selling of livestock and poultry appears in prospect.

(These figures tell why Don Nelson said beverage alcohol resumption must await certification by WFA as to available grains.)

► AMERICAN RAILROADS are moving heavier traffic in present war with considerably less equipment, as compared with government operations in last war.

Commerce Department survey reports 638-billion ton-miles of freight carried in 1942 (against 405-billion in 1918); and 54-billion passenger miles (against 43-billion in 1918).

But all this load moved with 34% fewer locomotives, 25% fewer freight cars and 26% fewer passenger cars.

Conclusion of government survey: "Under private ownership and operation the carriers have handled far more traffic than during the last war, with fewer employees and less rolling stock."

► FRANCE, under German rule, shows rapid economic deterioration, according to 1943 data assembled by Swiss Chamber of Commerce.

Some high-lights: Industrial production for year was 55% of 1938; payments to Germany for occupation expenses were 260-billion francs, against total government budget of 186-billion for 1939.

French locomotives numbered 11,300 in '43 against 19,000 in '37; railway freight and passenger cars were 210,000, against 562,000.

Official French cost-of-living index stood at 250 for September '43, on base year of 100 for 1939.

Economic bleeding of Balkans, Greece and Baltic states has been equally severe, say diplomatic advices.

These fragmentary reports offer a reliable index of the reconstruction job on the entire Continent after the war.

► MERCHANT MARINE POLICY is being shaped by Congress, with view to long-term program calculated to give U.S. adequate American-flag routes in every trading area of the world. (Special attention will be given to development of Western Hemisphere commercial fleet.)

Chairman Bland and majority of House Merchant Marine Committee favor private operation of government-leased ships, rather than two giant commercial fleets owned and operated by Maritime Commis-



sion—one in Atlantic and one in Pacific.

Disposal of vast war-built commercial tonnage will be shipping industry's first post-war problem. Committee wants to forbid sale or gift of tonnage to foreign nations until all U.S. needs supplied.

Significance: U.S. will not forfeit world leadership in shipping, as after last war.

► SUGAR PRODUCTION available to U.S. will be about 1-million tons less next year, according to trade experts. Drastic action is urged to maintain present sugar rations throughout United Nations.

U.S. beet sugar production for 1943 was 700,000 tons less than 1942—a decrease of 40%; in same year, Puerto Rican production fell off 250,000 tons, or 25%, because of Tugwell policies breaking up large plantations and nationalizing sugar centrals under Public Service Commission.

These curtailments in U.S. supply came 2 years after we lost 1-million tons annually by Jap conquest of Philippines.

Out of 80 beet sugar mills in U.S., 26 were idle during 1943 season, because beet industry has been practically wiped out over large areas of West by government quota program.

Concurrently with these reductions in supply under government program, our exports of sugar have increased from zero in 1940 to 208,000 tons in 1942 and about 700,000 tons for 1944.

Federal wartime management of sugar is called "disgraceful blundering."

► MOVIE THEATERS are an essential war facility in principal production areas, says WPB's Office of Civilian Requirements.

OCR recently recommended 13 new movie houses in Southern California, 6 in Los Angeles; promised quick action on construction priorities.

Prospective builders must show they can obtain seating and projection equipment.

Recreational surveys are now a routine function in OCR.

► BUTTER SUPPLIES have improved seasonally, but are still below U.S. needs.

Government will set aside 50% of June production, stocking for winter months, including military and lend-lease. New policy is to store heavily from peak June production, which normally is about double lowest winter month.

With feed shortage curtailing dairy output, Food Distribution Director Mar-

shall anticipates production problems will become "even more intense" as the season advances.

"Milk production is going to be a problem, and if we don't watch our step during the summer months, butter, cheese and evaporated milk are going to be problems this fall."

Civilian butter allocations for second quarter average about 5 ounces weekly per capita.

To use up seasonal flush milk production, WFA has approved 75% of 1942 ice cream production for June, with 24% milk solids, against 22%. Former production quota was 65% of 1942.

► JAPAN'S BARTER AGREEMENTS with conquered areas have become one-way affairs. Commerce Department survey, through neutral sources, shows Japan is giving nothing in return for raw materials plundered.

Growing pinch on Jap shipping leaves vast rice hoards rotting in Burma, with neighboring Malaya suffering acute food shortage.

Adds U.S. Navy: "It is no exaggeration to say that today the Navy is capable of striking with 1,000 carrier-based planes at almost any spot in the Pacific Ocean!"

► WASHINGTON BUSINESS BRIEFS: Free mail from federal departments has multiplied by 6 since 1930—was 1,956,073,568 items in 1943, says Postmaster General Walker (about 15 pieces for every citizen now!)....More general use of women as seasonal farm workers is anticipated this summer; Women's Bureau, Labor Department, offers a special pamphlet on Women's Land Army for '44....Dewey Republicans are chesty over convention prospects; predict nomination on first ballot....Australia is making 3,000,000 gallons of motor fuel a year from wheat; plans to triple production in 2 years....Bombing of German industries has ended exports to neutrals. Sweden complaining that 1943 synthetic rubber shipments were only 40% of tonnage promised....Chocolate, long a war casualty, is coming back; U.S. imports since January 1 double same period in '43....

...Army Air Force is planting grass seed in Italy by low-altitude spraying—to lick volcanic dust injurious to fighter engines; first 50-tons of seed delivered by trans-Atlantic air!...Recent Navy compilations show Germans now losing more than 1 submarine for every Allied ship sunk; that's the "minus exchange" figure which eliminates the sub as a war factor!



40 years  
of building  
with  
America



In 1904 the name Reo, which has meant top performance for 40 years, appeared on the transportation scene. In 1909 the Reo shown above was hard at work in the building field... quaint looking vehicle, but it did a good job in its day.

# REO

*America's  
Toughest Truck*



Build your future with War Bonds

The 1944 Reo trucks inherit the "bone and sinews and fighting heart" of a long line of Reos which distinguished themselves in the building and construction field. They helped to lay the roads of America, helped push the steel of the skyscraper era down into the earth and up into the sky, helped build the Boulder Dams

and little homes and businesses as well. Dressed in olive drab and navy grey, Reo trucks are showing what this heritage means on the toughest wartime assignments at home and abroad. A limited quota of medium and heavy-duty Reos is available for civilian use. Ask your nearest Reo dealer for full particulars.

REO MOTORS INC. • LANSING, MICHIGAN





# Labor's Goals in Reconstruction

By EDWARD S. COWDRICK

## A LABOR COUNSELLOR defines the areas of agreement and conflict for management and unions

THE American Federation of Labor a few weeks ago announced a program of postwar reconstruction, the economic portions of which, except for a few paragraphs, might have originated just as readily with an organization of employers.

It was soundly orthodox on financial and economic principles and on the desirability of free enterprise. On the very day this program was announced both the A. F. of L. and the CIO were engaged in cases before the War Labor Board which had the avowed purpose of smashing the Government's wage stabilization policy.

Within the year, various labor organizations have shown a disposition to usurp what used to be considered exclusive functions of management. At the latest annual meeting of the American Telephone and Telegraph Company an independent union of employees made a serious effort to vote itself representation on the board of directors. Essential war industries continue to be plagued by strikes, some of which are against the Government rather than against employers.

In the face of these cross currents of labor thought, the run-of-mine American citizen may be excused if he asks in some bewilderment:

What does it all add up to?

Is there any discernible and consistent trend in the policies of organized labor? If so, what is it?

These are pertinent and important questions. The answers will play a significant part in shaping postwar America and the postwar world, because organized labor is a much more influential factor in industry and government than it was in 1918 or even in 1941. It is determined to have a voice in planning the kind of a country and the kind of a world our children are going to live in, and that voice will not be ignored.

Let's get back to the A. F. of L. postwar program.

Written by a Post-War Reconstruction Committee headed by the veteran labor leader, Matthew Woll, it was made public just before the opening of a conference, under Federation auspices, at



**The American worker is a capitalist who will cooperate to protect the free enterprise system. But his cooperation stops short of giving up his gains in the fields of wages and union security**

tended by representatives of labor, industry and government, and by economists and other experts in the fields of business and of national and international problems. The entire report was a weighty document, propounding an ambitious program for the pacification, regulation and management of the world as it will be left when the guns stop shooting. However, it is in Part III, labeled "Guiding Domestic Principles," and Part IV, "Immediate Domestic Program," that we get a close-up of what labor really is out to get.

Here we find no left wing call to arms.

The most noteworthy feature is the statement's unqualified support of private enterprise:

"We believe wholeheartedly in free enterprise as an essential in personal freedom. . . . The right to start a business and the right to choose a job are the basis of a free life. . . . Experience has shown that the union of economic and political authority can result in a government so powerful that it menaces the independence and freedom of the people."

The report calls for cooperation be-  
(Continued on page 70)



# Getting Down to Brass Tacks



NESMITH

**1** During a depression, work-sharing may have merit for short periods, but if generally adopted, upsets every one's budget and spreads misery

**T**HE term "full employment" has become a symbol, like "the flag" or "virtue" or the "four freedoms." Nearly everyone is for it without knowing precisely what it means or how to attain it or whether, if attained, it would be what we really want.

Does full employment mean that every one has two or three other job-offers open to him at all times?

Does it mean that every one, able and willing to work, has a job?

Does it mean "jobs for all" during a work-period of 30 or 40 or 50 or 60 hours a week?

Does it mean that every one quitting or losing his job on a given day can gain reemployment the next morning?

Must the housewife, who picks up a little pin-money clerking at the local department store during the Christmas rush, have another job open to her on December 26?

Must we provide jobs for the millions of oldsters and youngsters and women drawn into employment during the war?

Do we mean employment at useful work—or merely jobs, no matter what the consumer demand may be?

Does full employment mean jobs for all at any wage demanded or does it mean jobs at wages determined by free market forces?

Does it mean that when competition liquidates a competitor, his employees must instantly be absorbed elsewhere in the economy—or when a whole industry is replaced by a sub-

stitute industry, that all unemployment must be avoided?

If we had full employment and then experienced a major epidemic, where would we obtain the extra nurses, doctors and other personnel to meet the emergency?

In cases of a severe snowfall or an apple crop twice the normal size, how would we meet the task before us?

These questions are not rhetorical—they focus attention on the nature of a free, mobile and changing economic system. A job for every one at all times is attainable only in a rigid and regimented society—the state prison, for example!

Although every effort should be made to reduce wage and income losses and to mitigate the hardships which flow from such unemployment which cannot be abolished, if our society is to be free and dynamic, unemployment cannot be abolished entirely, even for short periods. In 1943, in spite of the mad scramble over the manpower shortage, we still had in every week of the year an estimated 1,000,000 unemployed.

Changes in technology and the rise and fall of individual companies and whole industries inevitably entail job losses. Cyclical fluctuations in the construction industry and in automobile production have characterized our history and have been responsible for the fluctuations in the volume of job opportunities.

We should remember, too, that there are various types of unemployment, for instance:



H. ARMSTRONG ROBERTS

**2** These stevedores have a job but tomorrow will be among the "unemployed" if there are no ships in the harbor to be loaded or unloaded



# on Postwar Employment

By Dr. EMERSON P. SCHMIDT

**IN A FREE economy, neither government nor business as a unit can make job opportunities. Jobs grow out of conditions that offer a chance to produce goods and service at a profit and for business to expand**



STATUE FROM MONKMEYER

**3** "I'm not working these days," says the man on the porch, "because I'm a painter by trade and this happens to be one of our slack seasons"

- 1. Unemployability:**—Substandard persons—mental, physical, or temperamental disabilities.
- 2. Casual Unemployment:** Intermittent heavy snowfall, ebb and flow of ship loading and unloading.
- 3. Seasonal Unemployment:** Of supply, of demand.
- 4. Structural or Technological:** Shifts in taste, loss of foreign markets, geographical shift of industry, machinery replacing direct labor, new techniques, new raw materials, rise of new industry, rigid wages and prices, imperfections in the organization of the labor market, labor immobility, labor union restrictions, general stagnation, and cyclical.

If 1,000 unemployed persons were asked to diagnose the causes of their jobless state in a prosperous year like 1929, they would find the source of their trouble scattered among items one to four. In a year such as 1933 or 1939, a large majority would be victims of cyclical depression or general economic stagnation. Some of these types of unemployment may merge into each other.

The important conclusion to be drawn from this analysis is that there is no one type of unemployment and, therefore, no one solution. This should shed grave doubt on the remedies, such as deficit spending, monetary manipulation and currency expansion for all of our unemployment problems. It should likewise throw considerable doubt on talk about full employment at all times.

Persons who are inclined to be critical of our economic system show a tendency, in talking about postwar employment, to look to our large manufacturing industries—General Motors, General Electric, U. S. Steel, etc.—to provide more jobs, to provide relief against unemployment. This, in turn, leads to an overemphasis on manufacturing as a source for jobs.

Actually manufacturing in 1940 accounted for less than one out of every four job-opportunities. Next in importance were agriculture, forestry and fishing, with 8,500,000 work-

*(Continued on page 83)*



EWING GALLOWAY

**4** The coming of the motor car put this blacksmith and others in his field out of work but ultimately created more new jobs than it had destroyed



# When Uniforms Go in Moth Balls

By DONN LAYNE



Service men when discharged are expected to buy a new outfit that will be totally unlike a uniform

**MAKERS** and retailers of men's clothing are already pondering the problem: What will the well dressed veteran wear?

Our fighting men—the world's best dressed—were not all as well garbed in civilian life.

Many a chap, before he marched off to his induction center, had never owned a hat—never had matching coat and pants, a washable suit—or even an undershirt. Some from the Far West or South had not owned overcoats or raincoats or dress gloves, and many men from all sections had never troubled to replace the first crease in their trousers—or the shine on their shoes.

Furthermore, prior to Basic Training,

many a soldier, sailor or marine shuffled along with poor posture or sat with his weight on his shoulder blades.

Some were soft, flabby and not too concerned either with appearance or with personal hygiene.

## Not what they used to be

**WITH** few exceptions our fighting man, if he entered the service underweight, has filled out in the right places.

If he had excess fat, it has been trained off. Moreover, he has been taught to stand erect, walk smartly and sit on his posterior. He has learned to wear heavy-duty shoes

**AFTER** victory our fighting men are expected to buy \$18,000,000 worth of clothes a month as demobilized over a three year period

fitted for comfort, not for style; and he has become used to functional clothing designed to fit the weather and the work at hand.

Active service will have given the returning veteran a bigger chest, a flatter stomach, a muscular and slightly larger rear end and longer, wider feet. It will also have slashed away huge gobs of timidity from whomsoever may have had it.

He will dare to wear clothes of designs and patterns that he would only have coveted once for fear of what the gang might say.

Obviously the clothes he left behind him—even if someone else has not already worn them out or the moths pastured in them—will be of no use with his new posture and improved figure. It has been estimated that no more than 20 per cent of the armed forces can expect to make use of their old civvies.

Moreover, the clothing men believe, the demobilized soldier will want to shed his uniform and climb into civvies as quickly as possible; and he will be quitting camp with at least \$100 in his pocket.

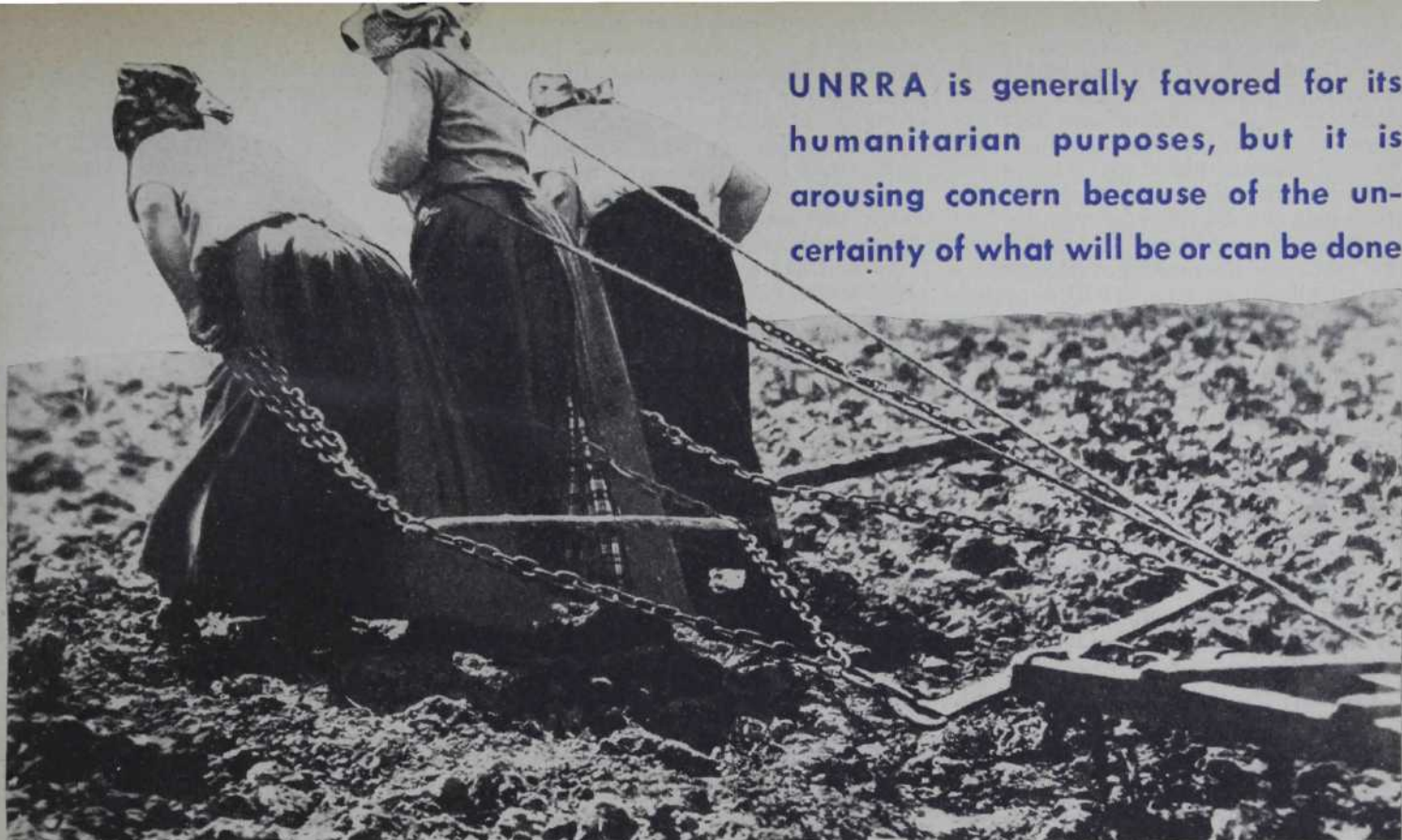
They expect a men's clothing store to be one of his first major stops after leaving camp.

(If this assumption is wrong—and the greater portion of our returning service men head for home in their uniforms to don the suits they left behind—then the dry cleaners, pressers and alteration tailors are in for an extended field day. In

(Continued on page 75)







UNRRA is generally favored for its humanitarian purposes, but it is arousing concern because of the uncertainty of what will be or can be done

Relief is vital in much of the world impoverished by brutalities of war

# Binding up the World's Wounds

By JUNIUS B. WOOD

**A**FTER six months of planning and organizing, the United Nations Relief and Rehabilitation Administration, a promising infant which may grow into a giant, is swinging into its stride. The second session of its Council has been called for June 23, in Montreal. As far as conditions could be foreseen in November of last year, the methods and scope of operations were fixed in numerous resolutions adopted at the first Council session in Atlantic City.

In the short time which has intervened, more Axis occupied territory has been liberated and Congress has recommended \$1,350,000,000 for United States participation in the organization's work until June 30, 1946. UNRRA, pronounced "Onn-rah," assured Congress that it will not draw on American funds until the appropriation is made. The second session of the Council will meet the changed conditions. UNRRA is no longer a plan on paper but an operating organization.

In May, it took over the operation of six camps in Egypt, Palestine and Syria from the Middle East Relief and Rehabilitation Administration. Between 20,000 and 30,000 persons of both sexes and all ages, mostly Greeks and Yugoslavs, are in the camps. On May 4, President Roosevelt asked Congress to appropriate

\$450,000,000 for advance purchase of supplies and services and to authorize an additional transfer of \$350,000,000 of lend-lease supplies to UNRRA.

Few agree on the part UNRRA will take in the affairs of nations in the years to come. All agree on the need for relief in war-torn countries and that many of these needs must be met by more fortunate nations. As to how much should be by relief and rehabilitation from outside and how far UNRRA will go, or is empowered to go, there is wide difference of opinion, among members of Congress, if not among representatives of UNRRA itself.

## Plans seem uncertain

FEW, if any, international undertakings, not excluding wars, in which the United States has participated have been surrounded with as much uncertainty and lack of knowledge of what will be, or can be done. Definitions of UNRRA's future role in world affairs vary widely. Among them:

1. The greatest and most cooperative humanitarian effort ever undertaken by the free nations of the world.
2. A civilian emergency activity to relieve the military from responsibility

for liberated areas back of the fighting fronts until the war ends.

3. A part of the international stabilization plans to guarantee "Unitas," a world currency, with America's gold.
4. The birth of a world superstate which will usurp the sovereign powers of member countries.

Until UNRRA gets much farther into active operations, it is impossible to decide whether it is a noble effort to save unfortunate humanity or a Trojan horse carrying the United States blindfolded into an international organization to which it will delegate national rights, have one voice among 44 and pay most of the bills. However, what UNRRA proposes to do, how much farther it is authorized to go and the conflicting opinions on its future can be set forth now.

UNRRA is to succor the hungry and ailing in liberated countries and to relocate several million victims of war's privations, possibly even prisoners. Legal opinion is that it can repatriate French prisoners. Canadians and those from non-occupied countries are not in the same class. It can provide food, clothing, medicines, fuel and shelter and take measures for health and welfare.



To start people on the road to self-support, it can supply seeds, fertilizer, fishing equipment, machinery, spare parts and tools. It can rehabilitate, by supplying materials, technical aid and labor to public utilities, essential services, inland transportation, mines, lumbering, homes, hospitals, schools and factories when it decides they are needed for relief.

Except in emergency, distribution will be made by liberated governments or authorities in an area, UNRRA providing the supplies and supervision for which latter it has broad powers.

The agreement creating UNRRA was signed by representatives of 44 countries in the White House November 9, 1943.

It established a Council with a member from each country; a Central Committee consisting of the four members from China, the Union of Soviet Socialist Republics, the United Kingdom and the United States; and provided for a Director General with executive power, to be appointed by the Council.

## Lehman made director general

THE Council's first session convened the next day in Atlantic City. Dean Acheson, Assistant Secretary of State, represented the United States and presided at the plenary meetings. The Council passed its resolutions and selected Herbert H. Lehman as Director General with the salary of a cabinet officer (\$15,000).

Mr. Lehman, a former governor of New York, former head of the Office of Foreign Relief and Rehabilitation

Operations—which now is a part of the Foreign Economic Administration—and connected with the far-flung Lehman financial interests in private life, is not a member of the Council or the representative of the United States.

While financing was not the delegates' first consideration, it fits in here to indicate the expected contributions from the countries in UNRRA. Two funds are provided. The first is for administrative purposes, estimated at \$10,000,000, for which each of the 44 is assessed a fixed amount. The other is a supply or working fund, expected to be between \$2,000,000,000, and \$2,500,000,000, to which only non-occupied countries need contribute. The recommendation is that a country contribute one per cent of its national income for the fiscal year ending June 30, 1943, but each country decides whether to give more or less.

A country's pro rata share in the administration fund—it will be different in the vastly larger supply fund—is:

|                    |             |
|--------------------|-------------|
| United States      | \$4,000,000 |
| United Kingdom     | 1,500,000   |
| *U.S.S.R.          | 1,500,000   |
| *China             | 500,000     |
| *French Committee  | 400,000     |
| †India             | 400,000     |
| Canada             | 300,000     |
| Australia          | 150,000     |
| Brazil             | 150,000     |
| *Holland           | 150,000     |
| *Belgium           | 100,000     |
| *Czechoslovakia    | 100,000     |
| *Poland            | 100,000     |
| Union of S. Africa | 100,000     |
| Egypt              | 70,000      |
| †Mexico            | 70,000      |

|                    |                     |
|--------------------|---------------------|
| *Yugoslavia        | 70,000              |
| *Greece            | 50,000              |
| †Colombia          | 30,000              |
| New Zealand        | 30,000              |
| *Norway            | 30,000              |
| †Peru              | 25,000              |
| †Chile             | 20,000              |
| †Cuba              | 20,000              |
| †Uruguay           | 20,000              |
| Bolivia            | 10,000              |
| †Iran              | 10,000              |
| †Iraq              | 10,000              |
| †Venezuela         | 10,000              |
| Costa Rica         | 5,000               |
| Dominican Republic | 5,000               |
| †Ecuador           | 5,000               |
| El Salvador        | 5,000               |
| †*Ethiopia         | 5,000               |
| Guatemala          | 5,000               |
| Haiti              | 5,000               |
| Honduras           | 5,000               |
| Iceland            | 5,000               |
| Liberia            | 5,000               |
| Luxembourg         | 5,000               |
| †Nicaragua         | 5,000               |
| Panama             | 5,000               |
| Paraguay           | 5,000               |
| *Philippines       | 5,000               |
| <b>TOTAL</b>       | <b>\$10,000,000</b> |

\*—Occupied countries whose contribution to the supply fund is entirely voluntary.

†—Countries whose representatives signed with a reservation that participation in UNRRA depended on ratification by their home legislative or other constitutional authority.

Whether UNRRA's expected \$2,000,000,000 will take care of the big job or whether our \$1,350,000,000—\$10 per capita—may be only a first installment, will depend on how much of the relief supplies are sold and whether a revolv-

(Continued on page 61)



As here in Stalingrad, so in many other places relief may not be enough. Rehabilitation and reconstruction seem necessary before relief can finally be dispensed with





Congress can, and will, supply the remedy when the public demands it

# All Motor, No Brakes

By HENRY P. FOWLER

**FEDERAL administrative agencies are here to stay—  
but sooner or later Congress will have to find a way to  
keep them from being lawmaker, judge and hangman**

ONLY A SHORT while ago an administrative agency was a vague phrase except to those who did business on a nation-wide scale. It described certain federal establishments which Congress had set up to regulate business—the Interstate Commerce Commission, the Civil Aeronautics Board, the Tennessee Valley Authority, the Federal Communications Commission, the Federal Trade Commission and others.

But the war has moved the federal Government and many of its agencies into the home. Today the housewife, too, is dealing with an administrative agency when she counts her ration coupons for food and shoes. It is an administrative agency that tells her milkman to deliver every other day.

The worker, grocer, manufacturer, householder, banker and retired employee each meets administrative law at some point in his daily affairs. The worker is much aware of the War Labor Board, the banker of the Securities and Exchange Commission, the retired employee of the Social Security Board.

Congress has created a whole constellation of government agencies to

regulate, stimulate, foster and control the citizen's activities. Some of the war agencies will disappear with peace. Most of them will continue through merger with, or absorption by, other more permanent government authorities.

One thing seems certain: The average citizen may look forward to federal regulation "from the cradle to the grave."

## Let business learn the rules

IT IS this growing intimacy of the individual with administrative law which encourages a hope among business men and their legal advisers. The hope is that something may soon be done to make administrative law consistent, reasonable and, to the fullest possible extent, uniform in procedure.

We should not suspect that it is their secret intention to get rid of administrative agencies. These men do not argue whether it is a wise national policy to have such regulatory bodies. They agree, in advance, that both business and government need them. Men who have practiced before administrative agencies for years say that we must have some kind

of regulatory commissions—or governmental chaos. Their concern is simply that needed agencies shall work fairly and efficiently in the interest of good government.

But that is far from the case today. Nothing is more confused in our great sprawling Government than the rules and regulations issued by multiplying federal administrative bodies. Their procedures vary as much as the living and eating habits of South Americans and Scandinavians. But, more important than lack of uniformity, the agencies are without legislative standards of fair procedure.

In an earlier and simpler period of our national life, the manufacturer who shipped goods by public carrier was obliged to pay whatever rates the carrier charged. His only remedy was constant litigation in the courts to recover an unreasonable overcharge in each instance. Fixing rates in advance is a far superior procedure. Hence the Interstate Commerce Commission which was established in 1887.

Other reasons have prompted creation  
(Continued on page 66)

★ As manager of the Trade Association Department of the National Chamber and previously as manager of the Department of Manufacture, Henry P. Fowler has had occasion to study closely the workings of federal agencies and has had wide experience in dealing with officials of both the wartime and old-line administrative agencies.



# TURKEY—Economic Crossroads



ON the American business man's post-war map of the world, new Turkey is marked for particular attention. There are three fundamental reasons:

1. Excellent long-term business prospects.
2. Position.
3. Political factors of world-wide importance vital to the survival of free enterprise.

A glance at the map will show Turkey's surprising economic potential. Europe's last intact country on the fringe of the Soviet domain, it can be a boundary, maintained by a strong, independent and progressive people, or it can become a bridge spanning three continents. The way Turkey goes will affect both the Balkans and the Middle East.

Relations between Turkey and the Allies recently fell under a cloud. However there are basic conditions that have governed Turkish policy. These basic conditions which since 1934 have made Turkey a key figure in Europe's anti-Nazi bloc must and will prevail, we can be sure, over the temporary misunderstanding.

The factors of position, of conscious national direction and of economic interest, play the decisive part in determining a nation's international role. These factors led Turkey in 1934 to organize the Balkan Entente. These factors also led Turkey to assume the role of leadership among the Mohammedan peoples of the Middle East. Its position and interests in this part of the world predetermined Turkey's role in regard to Hitlerite Germany. Ankara tried in 1939 to become the connecting link in an alliance between Russia, France and

England. When the Russo-German treaty shattered these hopes, Turkey entered at once into a mutual assistance pact with France and England.

Turkey tried to transform the Balkan Entente into an active military alliance but failed. Russia's annexation of Bessarabia contributed to the collapse of this scheme. Turkey tried to galvanize the Mohammedan people of the Middle East into a solid anti-Hitler bloc, but there again it failed because of Nazi intrigue. Fear of Russia, France's collapse and Britain's weakness had the effect of paralyzing Turkey's action. It did not come to the aid of either Greece or Yugoslavia.

When Hitler's whirlwind Balkan campaign stopped at Turkey's front porch, uneasy speculation arose as to the value of the Turco-British pact signed in 1939.

Turkey was Hitler's short, direct, overland route to the Middle East, to the



# of the World

By LAWRENCE DRAKE



GEORGE LOHR

**IN SIZE, if not in population, Turkey is Europe's second largest country. Her resources are rich, her industries well developed. Today she is balanced between free enterprise and collectivism. As she goes, the world may go**

Suez Canal, to Iraq's oil, to the life-line of the British Empire. The whole Middle East was already rife with Nazi intrigue.

Hitler had Franz von Papen, his most cunning diplomat and one of the world's top Fifth Column experts, in Ankara. Germany was also Turkey's best customer. What was the little-known Turk thinking? Hitler must have been willing to pay a great deal, promise more, for Turkish collaboration. It would be suicide to try to resist him.

Turkey was the world's hottest spot.

But Hitler did not take the short route. All he got from Turkey was a conditional non-aggression pact, a ticket to perdition. He broke the back of his *Wehrmacht* trying to bypass Turkey. The decisive battles for the Middle East were fought at Stalingrad, on the north, and before Alexandria, on the south. These battles turned the tide of the war.

However, while Turkey's hard-headed and astute neutrality definitely helped the Allied cause, Hitler did succeed in

immobilizing Turkey by his control of Bulgaria, Greece and the Aegean Sea. Turkey's Aegean and Black Sea ports, as well as her western cities, industries and communications, are under the threatening shadow of the *Luftwaffe*. Its own airpower is negligible.

Turkey's awareness of its vulnerable position is one of the reasons it balked at Allied pressure to declare war on Germany. Another reason is Turkey's distrust of the Soviet policy toward the small nations and its disapproval of the weak and unclear Allied attitude.

Turkey has no mind to risk having to be rescued by Russian and Allied armies from a premature military venture without effective guarantees in advance as to the fate of the smaller nations. It apparently has no taste for the theory that this war is being fought to divide Europe between two spheres of influence.

(Continued on page 76)



# The Coming Fire Sale

By HERBERT BRATTER

WHEN the Government lets 2,000,000 kinds of "surplus" items hit the postwar civilian market, hang on to your economic hat—



Unneeded war equipment hanging over the market could prove a serious threat to postwar investment and progress

IN THIS WAR the Government has accumulated the biggest inventory of merchandise ever collected under one ownership. After the war—indeed before it is over—Washington will become the greatest super-wholesaler in history. On how Washington tackles this job depends the course of your business future.

Experience with government war surpluses after 1918 was not all pleasant, but that problem was small compared to the one ahead. By actual count, the Services have bought more than 1,000,000 different types of supplies, while the Treasury has bought 1,000,000 other

kinds. They range from scissors, dog harnesses, jacks and gas meters to construction machinery, drugs, bolts and storage batteries. In these purchases lies the root of the immense surplus property problem so many business men now fear.

Involved are capital goods, foods and consumer goods, many of which will be overseas when the fighting ends. Examination of only one phase of the problem—consumer-type surplus goods on hand at home when the war ends—demonstrates the complexities we will face.

But first, let's take a brief look at our World War I experience.

When Hindenburg threw in the towel in 1918 he automatically turned into American "surplus property" some 150,000 items valued at between \$4,000,000,000 and \$5,000,000,000. Half, or more, of this was army goods.

During approximately six years after the Armistice, the War Department sold for about \$1,300,000,000 goods which had cost more than \$3,000,000,000. The estimated average recovery on these army goods was about 36 per cent. The Navy realized almost the same overall percentage on its surpluses during those years.

Timing of the surplus selling was bad. The goods were not sold in volume until too late to have a moderating effect on the rising price level of 1919-20. When they were finally put on sale in volume they were dumped on the market almost regardless of value and this, it is claimed, contributed to the depression of 1921.

Looking back over our experience, it is possible to set down five shortcomings in the way in which surpluses were disposed of after the last war:

1. When the war ended, no plan for disposal of excess goods was ready.
2. There was no single pricing method, uniform for all selling agencies.
3. There was no central control of disposal policies.
4. There was no inventory and classification system.
5. No distinction was made between regular trade channels and speculators.

Many persons are already making efforts to see that these mistakes are not repeated. The taxpayer is as interested as anybody.

Obviously, he wants to see the Government retrieve the maximum amount from the sale. The more the Government recovers, the less it will have to raise by postwar taxes. But, more important than the effect of disposal policies on the federal exchequer, is the effect on the country's economy. Dumping billions of dollars' worth of property too hastily may disrupt "normal" business opera-



# Stomach-ache or Appendicitis?

—it's not for you to say



**DON'T DO THIS:** If you have an unusual abdominal pain—don't take laxatives or home remedies; don't take food or liquids, except water.

**WHY NOT?** Your appendix may be inflamed. If so, burdening the intestines with food, or taking a laxative might rupture the appendix and spread infection—the cause of most deaths in appendicitis. These serious complications are four times as frequent among patients who have taken laxatives.



**DON'T DO THIS:** Don't try to go about your business. Don't rub the spot that hurts, or apply an ice bag or hot-water bag.

**WHY NOT?** Physical exertion or massaging may be dangerous if the appendix is inflamed. Heat or cold might kill the pain and give you the mistaken idea that the attack has passed. Of course it may be "only a stomach-ache." But that's not up to you to decide.



**DO THIS:** If the pain is puzzling and persistent, if it's accompanied by nausea or vomiting, call a doctor—and call him at once—instead of attempting to prescribe for yourself.

**WHY?** Only a doctor is qualified to say whether you have appendicitis. He may want to take one or more blood-cell counts, watch your temperature, and wait for pain to localize. Chances are it *isn't* appendicitis. If it is, and the doctor advises an operation, quick action may save life, time, and money.



**DO THIS:** Rest in bed until the doctor comes.

**WHY?** If you *do* have appendicitis, complete rest may help prevent serious complications. Thus you'll benefit yourself, and conserve your doctor's time—time on which the war places heavy demands. Prompt attention, together with the recent advances in medical science, have reduced by half the deaths from appendicitis in the past few years.

**TO EMPLOYERS:** In order to prevent serious complications from appendicitis, everyone should be familiar with the facts presented above.

On request, Metropolitan will gladly send you enlarged copies of this message for posting on plant or office bulletin boards.

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tions, cause unemployment, and perhaps bring serious depression.

Suggestions for solution of the problem are finding their way to Washington. Some, for example, urge the stockpiling of surplus non-perishables. The idea is that such goods be kept for an emergency, a time when inflation might be a threat, for example. Among the objections to this idea is that of Assistant Secretary of the Treasury Sullivan who asks:

"Who would invest money in a shoe factory if he knew the Government held warehoused 10,000,000 pairs of shoes awaiting future release on a signal from Washington?"

Some persons recommend destroying surplus goods—a counsel of despair that will surely not prevail. Still others suggest shipping domestic surpluses abroad for use in relief and rehabilitation. This method would only partially solve the domestic surplus problem.

Meanwhile, friends of small business have been demanding that the surpluses be sold in small enough lots so that little distributors can buy them. This is not as easy as it sounds.

Another consideration being urged is that financial facilities be adequate to enable smaller enterprises to avoid hand-to-mouth operations.

The Committee for Economic Development has all this in mind when it recommends "special consideration to small business in the termination of war contracts and disposal of government-owned plants and surpluses, and fair treatment in the postwar allocation of materials."

### Problems of sampling

IF THE Government is to take special pains to allocate surplus goods to small business—rather than to rely on the established wholesaling distribution system—it will face a substantial physical problem. The surplus products will be so located that the little business man may have to travel long distances to inspect them—unless some way is found for wide distribution of samples. Maybe exhibitions such as the one in New York where plane manufacturers displayed their own surplus supplies, or exhibition trains such as WPB sponsored in

its efforts to stimulate subcontracting, would help.

There are other headaches.

One is whether to establish a new and separate disposal agency. The Baruch Report recommended that no separate operating agency be created, that "the agencies that did the mobilizing will have to carry out their comparable tasks in the demobilizing," whereas "a new agency could hardly avoid coming in conflict with every other war agency."

Mr. Baruch recommended that a surplus war property administration be created in the Office of War Mobilization. This was promptly done by Executive Order 9425, with William L. Clayton as administrator. Surplus war property in the discretion of that policy-making office is to be distributed as follows:

Consumer's goods, by the Procurement Division of the Treasury Department; Capital and producer's goods, including materials, scrap, etc., by the Reconstruction Finance Corporation; Ships and maritime property, by the United States Maritime Commission; Food, by the War Food Administration; Property abroad, by the Foreign Economic Administration.

Mr. Baruch advised that the surplus administrator be guided by ten rules:

1. Sell as much as he can as early as he can without unduly disrupting normal trade.
2. Listen to pressure groups but act in the national interest.
3. No sales, no rentals to speculators; none to promoters.
4. Get fair market prices for the values with proceeds of all sales going to reduce the national debt.
5. Sell as in a goldfish bowl, with records always open to public inspection.
6. As far as practicable, use the same regular channels of trade that private business would in disposing of the particular properties.
7. No government operation of surplus war plants in competition with private industry.
8. No monopoly; equal access to surpluses for all businesses; preference to local ownership, but no subsidizing of one part of the country against another.
9. Scrap what must be scrapped, but no deliberate destruction of useful property.
10. Before selling surplus equipment abroad, assure America's own productive efficiency on which our high wages and high living standards rest.

An apparent and fundamental weakness is that the Surplus War Property Administration lacks the power to declare property as "surplus." As Mr. Clayton himself hinted in the course of the House hearings, the agencies which bought and hold the goods are not, during the war, at least, likely to admit that they overbought. After all, who can tell that the goods will not be needed sometime in the course of this war?

As a result, the volume of goods left over after the war can now only be guessed at; and the guesses will have to be revised from time to time to make allowance for such unpredictable factors

(Continued on page 73)

## Selling to Help America

THE UNDERLYING objective in the disposal of surplus war supplies and materials should be their economic use in the United States, or their disposal abroad for the ultimate benefit of the American economy.

This should be done:

1. With the minimum disruption of production and trade.
2. With the least practical interference with normal employment.

However, surplus commodities should be disposed of as rapidly as consumers demand such goods during the period which must elapse before normal production can be resumed. This policy will help to minimize any possible postwar inflation.

On the other hand, the Government should not push the sale of surplus goods at a time when business generally is uncertain or declining so as not to induce or accentuate a depression.

Quantities of surplus supplies and materials released for sale should be in lots which will permit participation by small as well as large manufacturers, wholesalers, and retailers; and any price differentials between large and small lots should be limited to actual differences in cost of handling and distribution.

So far as practicable surplus supplies and materials should be redistributed by the industry that produced and distributed them.

A. C. MATTEI, Chairman  
Surplus War Property Committee  
U. S. Chamber of Commerce



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and  
out*



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That's the combination that wins bigger volume, bigger profits, better business. And that's the combination

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# Oh, Debt, Where Is Thy Sting!

By HERBERT COREY

**DR. ALVIN H. HANSEN, although he denies fathering "deficit spending," feels that only the Government can prevent another great depression**

**A**NOTHER economist said that Dr. Hansen's plan looks to him like a one-way ride. The traveler could look through wide windows at lush meadows and Gargantuan public works. Slum areas had been transmuted into green parks dotted with half-timbered houses full of pink and blue bathtubs.

But at the end of the ride the train would run off the track.

Dr. Alvin Harvey Hansen thinks that is sheer nonsense. One gathers he is accustomed to find his critics draped in sheer nonsense. His plan, he asserts, is a guarantee of national solvency. It is not only *not* to be referred to as "deficit spending" but anyone who so refers to it does so for low political reasons. His plan, as he sees it, is "a compensatory fiscal policy which we must pursue if we are to avoid the dangers of depression and unemployment and the periodic waste of our productive resources."

If Dr. Hansen were not hampered by the rule common to all economists that five short words are not to be preferred

few have ever heard his name. Keynes was clamorously doubted by British conservatives at one time, but is now reported to be Churchill's chief fiscal adviser. Montagu Norman, as governor of the Bank of England, had a slight palsy for years at the mere mention of Keynes's name, but now Norman is out. Long before Herbert Hoover was Secretary of Commerce he had a plan that was remarkably like Dr. Hansen's plan of today. Alexander Hamilton—"the best secretary of the Treasury"—was abused for the same ideas that Dr. Hansen professes. Dr. Hansen does not fail to call attention to that.

However, on checking up on the dissenters, one discovers that Dr. Hansen was also regarded as an upholder of the theory that we can safely go into debt as deeply as we like because we merely owe the money to ourselves. He still supports a less ardent version. His words:

"Suppose that the bonds representing our internal debt are so distributed that those holding them are the very same

to 15 or 20 long ones he could make his point more clear. He says:

"This (his plan) is not an argument for continuous loan expenditures for their own sake, commonly called 'deficit spending,' the term being used sometimes by opponents of compensatory fiscal policy to arouse emotional reactions against it."

In spite of this courteous rebuttal Dr. Hansen was at one time widely known as the father of deficit spending, along with several other fathers. John Maynard Keynes, who first advocated going into practically perpetual debt in modern times, traces the scheme back to Malthus, who has been dead so long

people who pay the taxes to service them. If the proportions are right as to size of incomes, inheritances, etc., the entire effect of the debt on the economy would be cancelled out."

Pants pocket to pants pocket.

The fundamental of Dr. Hansen's theory today is his conviction that the government should make plans for business control and the rebuilding of America for years or generations to come. This would be financed by what would be, in effect, a perpetual loan.

## He fears no debts

WHEN the national income threatens to drop to a dangerously low level, at which depression and unemployment are to be feared, Dr. Hansen would have a National Investment Board authorized to borrow as much money as needed to turn into the channels of trade. Contrary, when something that looks like a boom comes along, the N.I.B. should be able to damp it down by stopping government borrowing and paying off some part of the debt already incurred. He does not care how high the debt goes: "It is all a matter of balance."

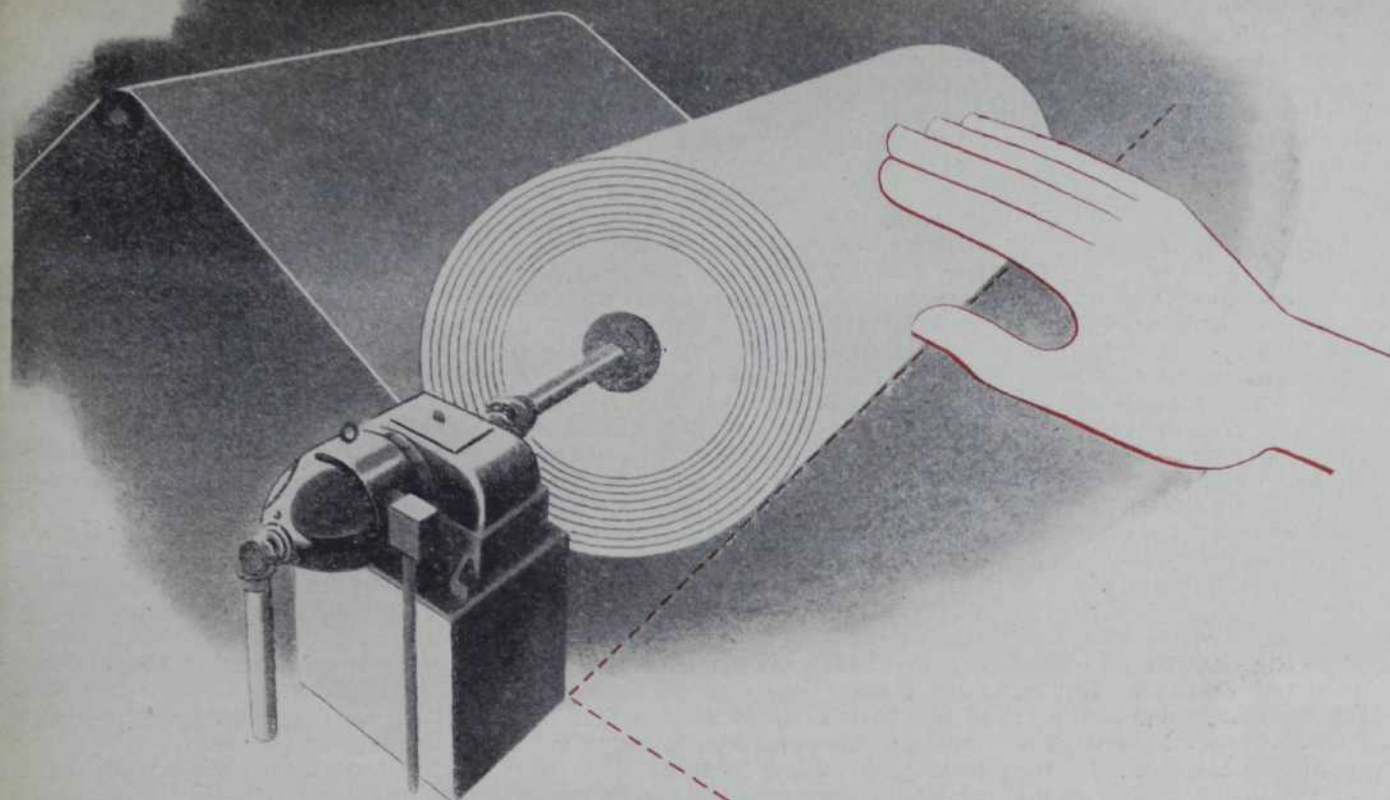
He believes the N.I.B., made up of the President's appointees subject to Senate confirmation, could keep the country on an even keel between debt and income.

"Whether we should reduce the debt or not depends upon the economic circumstances. The real question is: Are we adults or are we timid children, afraid to use the fiscal instruments at hand for the common good?"

Other questions arise at this point:

Who is Dr. Hansen? And what is he? What credence should be given any plan he may propose? Whom does he know? Why should he be the Lucius N. Littauer Professor of Political Economy at Harvard? What is there in the man that he should once a week leave the academic groves of Cambridge, in which he trains Harvard's more serious students to shoot ideas from the hip, and spend four days as adviser to the Federal Reserve System in Washington? How does he rate two oyster-white office rooms and two lovely secretaries in the Federal Reserve System's pink marble palace? How comes it that he has written books and innumerable articles and much has been written about his plans—from time





## A "SLOWDOWN" that speeds up production

Seventeen miles of paper an hour. That's the production obtained on high-speed machines in many modern paper mills, where twenty-foot-wide strips race from the finishing rolls at speeds up to 1500 feet per minute.

Winding the paper on reels, even at this speed, would be no great problem *except* for two factors. One is that exactly uniform tension must be maintained on the sheet at all times—to prevent breakage and resulting lost production. The other is that the more paper rolled onto the reel, the larger it grows, and the slower the core must revolve to maintain proper tension.

To slow down the reel speed gradually, either manual adjust-

ments or vibrating regulators have been used. But a more accurate automatic "slowdown" was needed.

Westinghouse engineers, working with the paper industry, tested a device originally developed to control the starting and stopping of high-speed elevators. The Rototrol, it's called. Applied on paper mill reels, it quickly proved that its greater accuracy and trouble-free operation could cut down breakage and thus step up production.

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to time other plans have been produced—and that he has appeared before innumerable gatherings of solid men and yet so little has been written about him?

So here goes at him.

He has a sound standing among economists. This is not to say that other economists agree with him, but they admit his brilliance and intellectual capacity. He was relatively conservative at the University of Minnesota and almost revolutionary at Harvard.

## Vacation on the farm

PHYSICALLY he is square, stocky, with a little more than a suspicion of a middle-age droop. Yet he is fast on his feet. His eyes are blue and somewhat sensitive to light and the green eyeshade he habitually uses is known wherever economists gather. He is five feet eight inches tall, and weighs about 160 pounds. A clearing runs down the middle of his head, flanked by somewhat disorderly, light colored, and mildly fluffy individual hairs. When he can take a vacation he likes to get back to the farm near Viborg, S. D., which was homesteaded by Niels and Bergita Hansen when they left Denmark, and on which Dr. Hansen was born in 1887.

He owns the farm—"I have a good tenant"—and pitches hay and milks the cows. He can still speak a little of the Danish which was the homestead language when he was growing up.

He spent six years and \$1,500 in money in getting his formal education. "It costs more than that to spend a year at Harvard." He milked cows and waited on table at the college dining club and one winter took care of a doctor's horses for his board and room. He was an eager participant in the college debates and one year won the college competition. Another year he was second in the Interstate Oratorical Contest. John Fitch, now an authority on labor in the New York schools, called him to the attention of the faculty of the University of Wisconsin, and in his final year he was made an assistant:

"I conducted a kind of quiz course for last year students."

For 18 years he was a member of the faculty of the University of Minnesota, and still returns to give a course of lectures annually. His first real chance came when he was given a position on the staff of the National Resources Planning Board. This body was one of President Roosevelt's particular favorites until Congress did away with it in 1943 and its leading members were regarded as extremely liberal in their thinking. In 1942 the NRPB published a series of pamphlets which carried such subheads as "Freedom from Want," "Full Employment," "Security and Building America." Dr. Hansen was one of the authors, although his name was not attached.

Presently he was being mentioned as the Administration's ace economist. Although he had

had a reasonably conservative past on a college faculty, as vice president of such a careful organization as the American Statistical Association; as a member of the economic advisory committee of the National Industrial Conference Board, and as president of the American Economic Association, a good deal was being heard at that time of "deficit spending" and his name was certainly connected with it.

Dr. Hansen is a close friend of Vice President Wallace, of Marriner Eccles, chairman of the FRS, Senator Wagner and other members of Congress who have to do with the national finances.

One gets no impression in talking with Dr. Hansen that he feels he is in the business of handing down revelations. He does not assert that his plan is the be-all and end-all. He merely does not see any better plan in sight. He offers a blueprint which may be improved when all the draftsmen get to work on it. As a blueprint it is impressive. Other economists admit that there is much good in it, but that the end result would be a revolutionary change in our governmental structure.

"We should begin to plan now for what must come. Plans cannot be completed in less than 18 to 24 months. The best brains in Congress should get to work on them. Nothing is being done now of any consequence. If we do not do something we are headed into another depression. We'll be getting back to boondoggling."

The Hansen plan may be oversimplified in these terms:

It would greatly lessen the importance of Congress. The national legislature would in effect give over the control of the purse strings to the National Investment Board. It would make appropriations but the NIB would do the spending.

It need not even make appropriations except for routine matters, because the NIB would have authority to borrow on the national account, disburse the funds thus acquired and, on occasion, cut down the borrowing or

pay off something on the national debt.

Other economists say that would place the NIB in an invulnerable position. Dr. Hansen sees the manipulation of the national debt as an instrument of national management.

He would turn money into the channels of trade when money was needed and so prevent slumps and depression. When money was in excess supply he would tap it off by reducing that debt.

Such a National Investment Board, able to borrow and pay off at will, must necessarily have some control over taxation. It would still be walking on one leg if the NIB could not form a sound judgment on the country's monetary needs for a period in advance. Business might get away from it and make and sell so many things that a boom would blow up right in the NIB's face.

## Overseer of planning

SO he would have financial, industrial and business leaders maintain a fairly continuous liaison with the NIB. If American business could say to the Board with reasonable precision:

"We plan to do such and such and this and that next year;

"This program will employ so many million men and women;

"The total income from trade will be so many billion dollars."

Then the NIB could say:

"That is too much. First thing you know we'll go haywire again. You are planning to hire too many people in this section and not enough in this other. We do not need so much of this and we will need more of that. You must reshape your plans—"

If Business, Finance and Industry defied the Board, the national supply of money could be lessened by the simple device of stopping the national borrowing and paying off on the national debt. Or, if the country seemed about to enter another financial tail-spin, as in 1929—

"We were never so near bankruptcy as in 1932—"

Then the NIB could borrow more billions, shoot them into various trade channels, and presently we would have several chickens in every pot and an automobile for every member of the family. Unless, of course, the NIB thought our appetites and habits should be curbed.

And how the Board could curb them!

The NIB would govern the spending of the borrowed money. Dr. Hansen's plan anticipates two kinds of spending. The first might never pay any cash dividends but we would realize enormous cultural benefits. More and better schools would be built, more hospitals, more sewers, more roads. We could get rid of the slums, conserve the soil, reforest the waste lands, rebuild the cities. The dividends would be in health and contentment and education. In the end they would pay dividends, he says:

"Look at TVA. The Treasury



"Remember how we used to cuss when we had to do this only once a year?"





Years ago motor and generator brushes had copper strips or wire bristles to conduct electricity from stationary to rotating parts—that's how they got their name. Carbon is now the material for all sizes of these brushes.

## THEY HELP BRING THE GIANTS HOME

ONE OF the "little things" that are contributing greatly to the safety and welfare of our fighting men, is a special kind of carbon brush used in high-altitude planes. These brushes are essential to the generators and motors that supply energy for the radios, firing apparatus, gun turrets, bomb bay doors, landing gear, and other equipment of the planes. A heavy bomber has more than 40 of these devices requiring brushes.

Ordinary brushes disintegrate in a few minutes at altitudes where the air is "thin" and dry. A brush that would be dependable from take-off to ceiling and would have a life of 100 hours or more—had to be found. It came from the laboratories of NATIONAL CARBON COMPANY, INC., a Unit of UCC.

Carbon is useful in many other ways to Americans at war. Therapeutic lamps, which employ the carbon arc, are helping to restore health to sick and wounded men. Activated carbon in gas masks, by absorbing toxic vapors, is ready to save lives.

In the two-way radio telephone—the walkie-talkie and the handy-talkie—and in hearing aids for the deafened, carbon has another role. Carbon is essential in the small, powerful batteries that are used in these devices.

Teachers, designers, and operators of electric motors, generators, and rotary converters are invited to send for "Modern Pyramids" N-6. This is a series of pamphlets containing practical suggestions on the performance, characteristics, operation, and application of electric motor brushes. There is no obligation.

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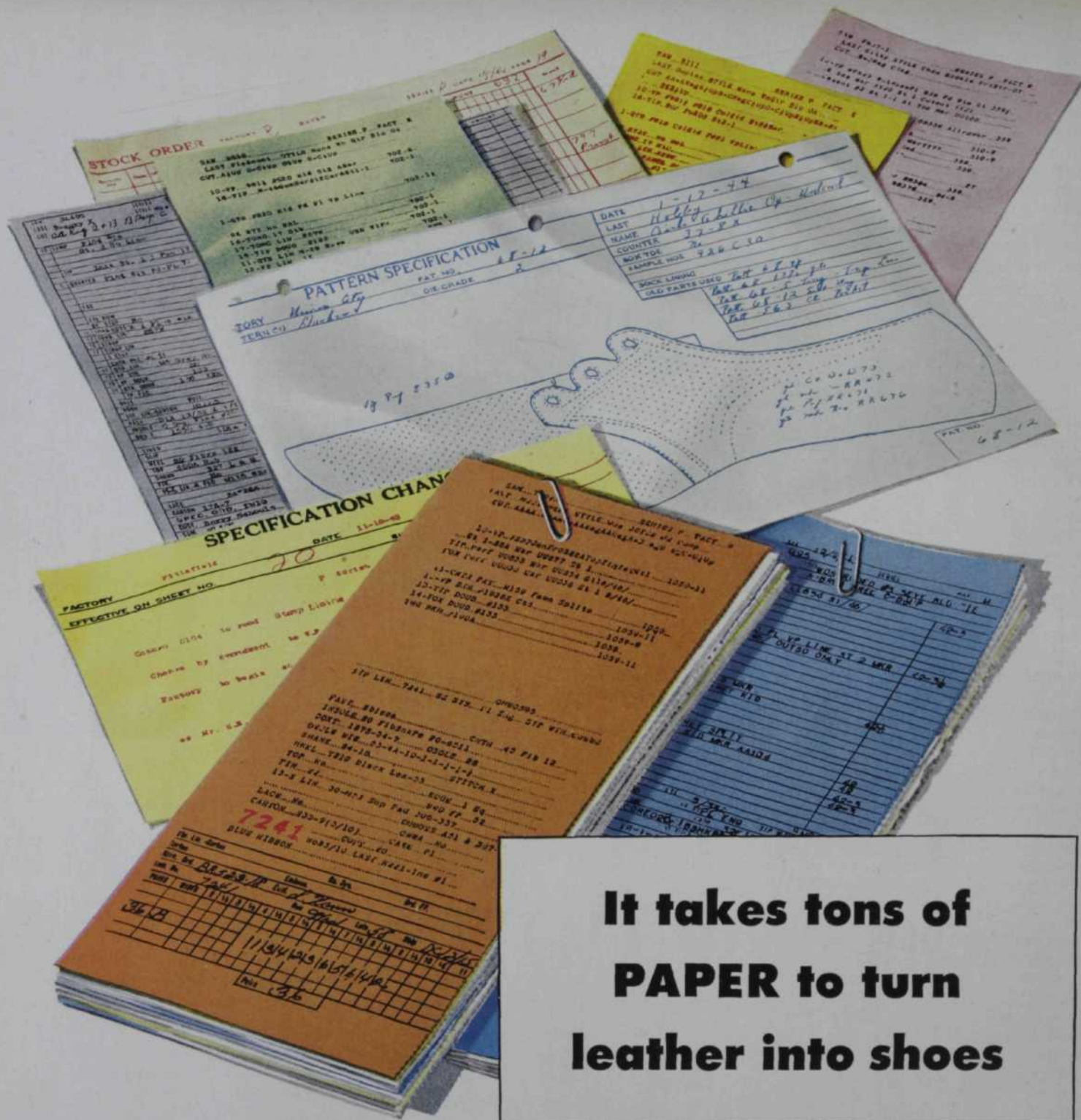
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CLARK**  
CORPORATION  
NEENAH, WISCONSIN

Shoes for the armed forces — for lend-lease — for civilians. 470 million pairs. That's the goal of the footwear industry this year ... a goal that would be impossible *without paper*.

For on *paper* are printed the shoe patterns for a myriad of styles, in a wide range of sizes. And *paper* is a vital part of the design stamping machines — keeps dies from locking as they perforate the leather at mass production speed.

*Paper* multiplies manpower, too. Specification sheets, work schedules, progress reports, all perform as silent foremen and superintendents. They give machine operators detailed instructions. They keep footwear moving smoothly through the factories.

Indeed, *paper* is an essentiality in the footwear industry!

**SAVE WASTE PAPER** • Paper is vitally essential in winning the war. So make full use of every piece. Save every bit of waste paper and have it collected each week.



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While conserving America's critical materials in every way possible, Kimberly-Clark is producing the finest quality Levelcoat Printing Papers that can be made under wartime restrictions.



\*TRADE MARK



may never get back 50 cents on the dollar in direct payments. But the area has been so improved that the indirect payments may manifold the first cost."

The second part of the borrow-spend plan involves the investment of the borrowed money in cooperation with the states and municipalities on the many things which need doing but which cost too much to be done out of the tax revenues. New roads should be built everywhere, the whole system of transportation—railroad, air, water, truck—made over on the most modern plans.

All of these things would require overall, all-powerful government supervision down to the last township. All under the benevolent but autocratic control of a superman NIB.

The work would be done by private business, just as private business does similar work now. Business would make whatever profit as the NIB considers proper under its plan. Both profit and work could be controlled. The country's savings would be channeled into government bonds—

"Always cashable at the first bank. Always safe. The bonds could never depreciate, because the Government need only sell more bonds to obtain funds with which to redeem the bonds offered by holders who need the money."

### Ample capital for enterprise

THE risk capital on which American business operates to a large extent would always be available—Dr. Hansen thinks—because under his plan every one would do more business. The Government would pay, just as the Government has been paying during the present flush of war. There is nothing to be feared, he says, because the nation can always pay for what it can consume.

"For the first century and a half this country lived on its own flesh. It wasted forests and farm lands. The next frontier is in our own backyard. The future offers greater prospects of happiness and prosperity than the past. But the fact that now this is an urbanized and mechanized country means that its progress must be controlled. The individual may no longer be permitted to run hog-wild. We must work as a team."

The Wagner bill, now pending in the Senate, and written at least in part by Dr. Hansen and wholly along his line of thought, contains authority for the creation of the National Investment Board, and explicitly or implicitly for all the other items of the Hansen plan. Some support for it has been found in each house of Congress. Only the bare bones have been shown here, and those bones, perhaps, have been out of perspective and crudely high-lighted.

Other economists call it revolutionary. They see Congress going to limbo in a tumbrel. They see power vested as firmly in the Executive's hands as power is now held by Stalin in Russia. They think his plan is a deluge which would wash out state lines and make waterboys out of mayors. They ask what it is if it is not State Socialism in high gear.

An ex-farm boy has come a long way.

Is

## Your Business Held in Leash



## by Inadequate Working Capital ?

IT ISN'T strange today to find growing companies faced with obstacles . . . not because their business *isn't* good . . . but because it's *better than ever!* The trouble is that their volume has outgrown their working capital . . . yet they hesitate to undertake new "fixed" financing which might prove a needless burden later.

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For a copy of "Capital Sources," drop a line to Department 44.

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# Diamonds Discover America

By C. LESTER WALKER

**FLEEING** before Hitler's legions, a new industry has come here and turned from hand-craft to machinery

**T**HE DAY Hitler invaded Belgium and Holland a member of New York's famous United Diamond Manufacturers Association put aside his newspaper and remarked casually to several of his fellow members:

"This means that within two or three years the center of the world's diamond industry will shift to the United States."

The man was set down at the time as slightly touched. Today, however, he is rated as a major prophet, because



MORRIS FROM BLACK STAR

The cutter inspects a diamond before going to work. Even stones the size of a pin head have 58 surfaces

Those who cut gem diamonds are perfectionists, and their wages reach \$235 a week



his prediction has more than come true.

New York is now the diamond hub of the universe, and its center is that long block—the "most guarded stretch of street in the world"—between Fifth and Sixth Avenues on West Forty-seventh Street.

How and why the industry came to America is no particular mystery. Hitler picked Whitsunday week-end, May 10, Saturday before dawn, as his day to strike for the diamond centers of Ant-

werp and Amsterdam. He knew about the long holiday and that the time locks on the diamond vaults would be set to open on Tuesday. As a result, his loot was considerable, but not complete. Some of the diamonds—a great many—got away.

Some—as in the *Amsterdamsche Bank*—were extricated from the vaults by dynamiting the time locks. Some got to France, and then to Lisbon, in the pockets of Dutch and Belgian refugees.

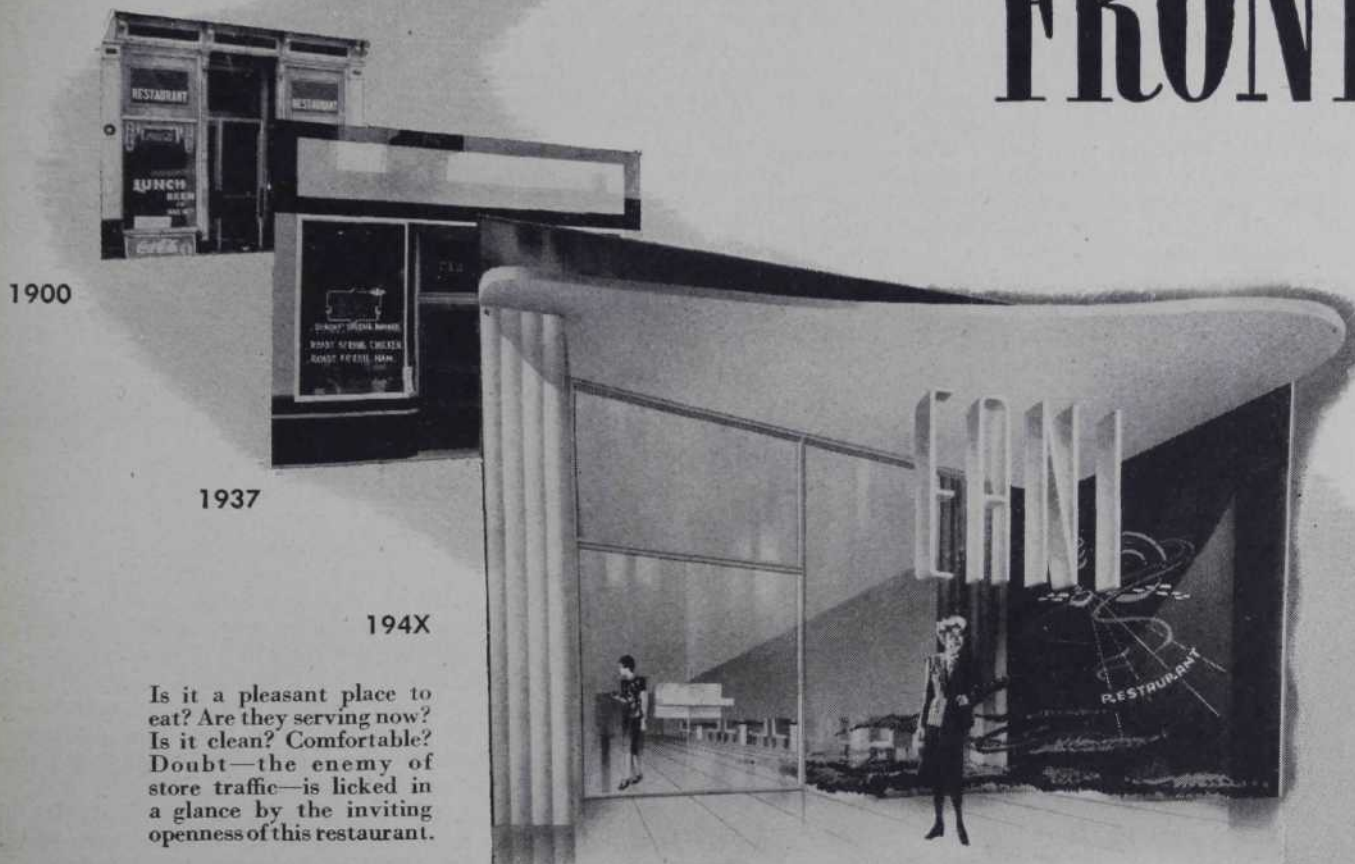
One man is known to have put \$300,000 worth on his person, to have bought an ambulance in Antwerp, put his wife inside to pose as patient, and driven to the French frontier. There he lost his ambulance but kept his jewels and his patient.

They set out on foot, hiding by day in the woods and walking by night. For food and guides hired along the way, they paid in diamonds. When they booked passage on the Pan-American Clipper from



CAPTURE INTEREST...HOLD INTEREST...  
AND *convert it into sales* WITH A

# VISUAL FRONT



Is it a pleasant place to eat? Are they serving now? Is it clean? Comfortable? Doubt—the enemy of store traffic—is licked in a glance by the inviting openness of this restaurant.

A hurried pedestrian can pass a lot of shops in a few minutes. And pass them she will—until she comes to a store that is designed to capture and *hold* her interest.

That's why the Visual Front boosts store traffic. It is appealing, inviting. Its openness and depth draw people away from the sweeping flow of sidewalk traffic.

As the pedestrian approaches the storefront to view the displays she is confronted by no visual barrier. The clear glass partition between exterior and interior lets her see right on through—and the whole store becomes an eye-inviting showcase. It permits a consistency of color and "feel"—for the decorative motif of the floor, ceiling and displays can be carried through the glass partition.

Before you plan your postwar storefront, talk with your storefront designer on ways you can use glass to boost store traffic—and sales. Your Libbey-Owens-Ford Distributor will gladly help you choose the right types of glass to do the job. Libbey-Owens-Ford Glass Company, 7364 Nicholas Building, Toledo 3, Ohio.

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O  
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**LIBBEY • OWENS • FORD**  
*a Great Name in* **GLASS**



Lisbon, they had \$200,000 worth left.

These diamonds, and most of the others which got away, eventually came to America. Similarly, the vast majority of newly mined diamonds—95 per cent of which came from the de Beers mines in Africa—began to come here. In a world at war it was the only really safe haven.

### Diamonds need workers

MERE diamonds, however, make only part of a diamond industry. You must also have the men who know how to work them—the cleavers, markers, cutters, polishers and faceters. Otherwise the diamond is an interesting but not very salable stone.

With invasion, the diamond workers of the Low Countries suffered a thousand grievous fates. The Nazis forbade them to emigrate. Some were dragooned into forced labor on the diamonds the Gestapo had seized. Others fled into France. One group of 3,000 were stranded in Toulouse, captured and returned to their homes or to concentration camps.

But some escaped and by roundabout routes eventually came here. Today there are about 5,000 diamond workers—native and refugee—in the American industry.

That is not many compared with the numbers formerly in the Low Countries; but it is an impressive total for an industry which has come of age almost overnight.

Meantime, as a nation, we have become the most diamond-demanding peo-

ple in the world. Seventy-five to 80 per cent of the cut diamond supply is annually snatched up by diamond-hungry Americans. Our 15,000 jewelry stores depend on this love of the sparkler for more than one-third of their sales.

And our industrial diamond demand—for factory and laboratory use—mounts higher and higher. Sales to ultimate consumers were 3,563,000 carats in 1941, 7,833,000 carats in 1942, and incomplete figures for last year indicate highest sales ever. It has got to the point where even Henry Ford has a diamond buyer. In one year he bought several thousand stones, running close to \$1,000,000.

Naturally, postwar-minded diamond men are asking, "When peace comes—what then?"

They wonder if the industry will return to Europe. Or has a large proportion of it—the greater proportion, perhaps—settled here to stay and grow?

In general the answer divides itself into two parts: gem diamonds and the industrials. For convenience sake, let's look at industrials first.

### Ugly diamond put to work

THE industrial is the diamond which isn't good enough to be a gem. Instead of a clear blue white, it is a dirty brown, or grey green, or a sickly yellow. Its crystalline structure is malformed, so that no matter how skillfully you cut and polish it, light would never flash through it and out again with the proper

fire. You will have to pay around \$800 for a gem weighing one carat, but you can pick up an industrial of the same size for \$20.

The industrial, however, is harder than its more beautiful sister. It is, in fact, the hardest substance known. Its nearest rivals are sapphires and rubies, sometimes called corundum. The diamond is 85 times as hard. It is so hard that the cutting edge of a diamond-cutting saw must be impregnated with diamond dust. Then it takes 14 hours, turning at 3,600 revolutions a minute, to halve a one-carat stone.

### Better than steel drills

ALTHOUGH they are three out of every four stones mined, formerly most of the rough diamonds which we know today as "industrials" were thrown away. Then, one day in 1862, a conversation between some engineers and a Swiss watchmaker named Georges Leschot changed all that.

"We are drilling," one of the engineers said, "for a survey for the new Mont Cenis tunnel under the Alps. Our drills are of the finest steel. But still they break off, or wear out too fast. You could perhaps suggest to us a better material?"

The watchmaker took the problem home with him, pondered it that night, and next day announced.

"I have it. A plan! The material we shall use: diamonds!"

The engineers were incredulous. But Leschot persisted and made the first diamond drill.

As a result, to any highly industrialized economy, the unglamorous, unromantic industrial diamond is today immensely important.

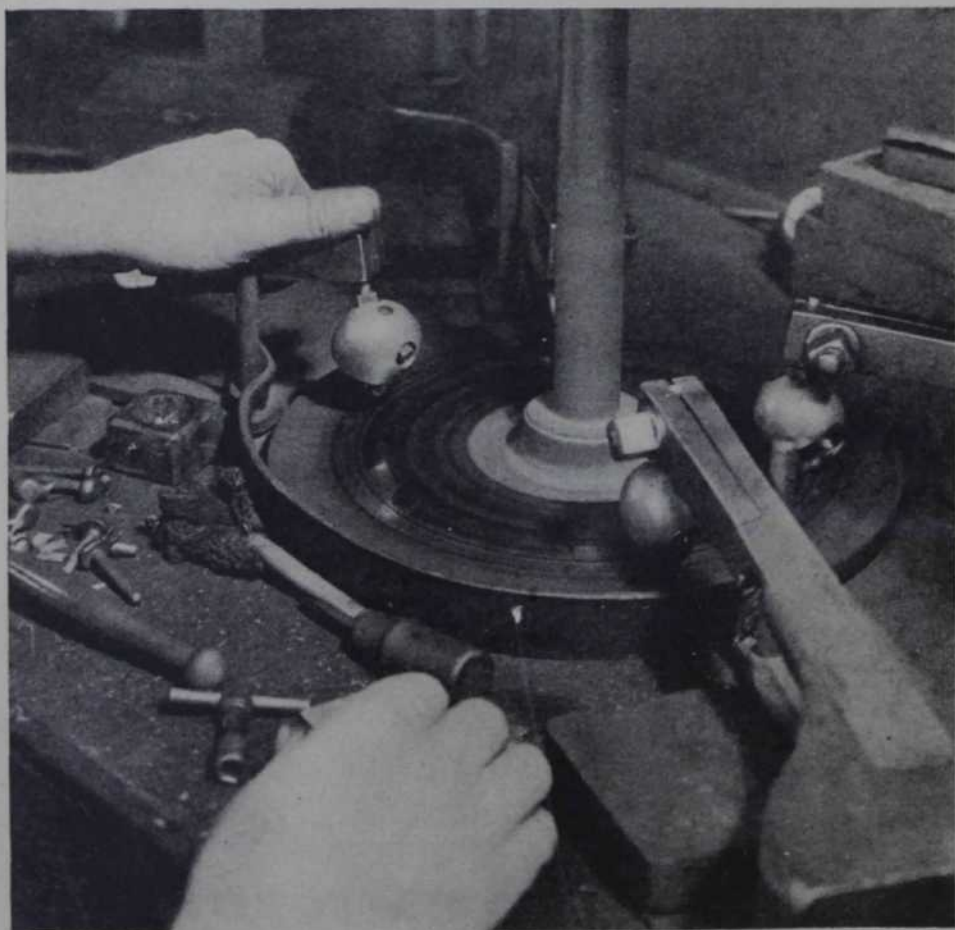
Just how important was illustrated in Bermuda a little more than three years ago. British censors risked outraging American opinion by holding a European-bound Pan-American Clipper and searching its mails. It is known now that they were not looking for secret messages but for diamonds. Not glittering, high-value gem diamonds, but a small packet of dirty-brown "industrials" known to be in the mail sacks and en route to Germany.

Had these stones reached their destination they could have done many things for the enemy. With an industrial diamond you true precision wheels which grind gun bores, fashion airplane pistons and valves, make gears and crankshafts for submarines. You slice rock quartz into wafers 15/1000 of an inch thick for oscillators for radios that talk from tank to tank and plane to plane.

You can draw wire for fighter plane control cables, which must be of unvarying gauge, through a single diamond die until you have 8,000 miles of it, and have used up 300 tons of copper, before your diamond begins to wear.

You can work a steel bullet of an anti-aircraft shell to within 2/10,000 of an inch accuracy, and assure thereby that it go unswervingly to its mark.

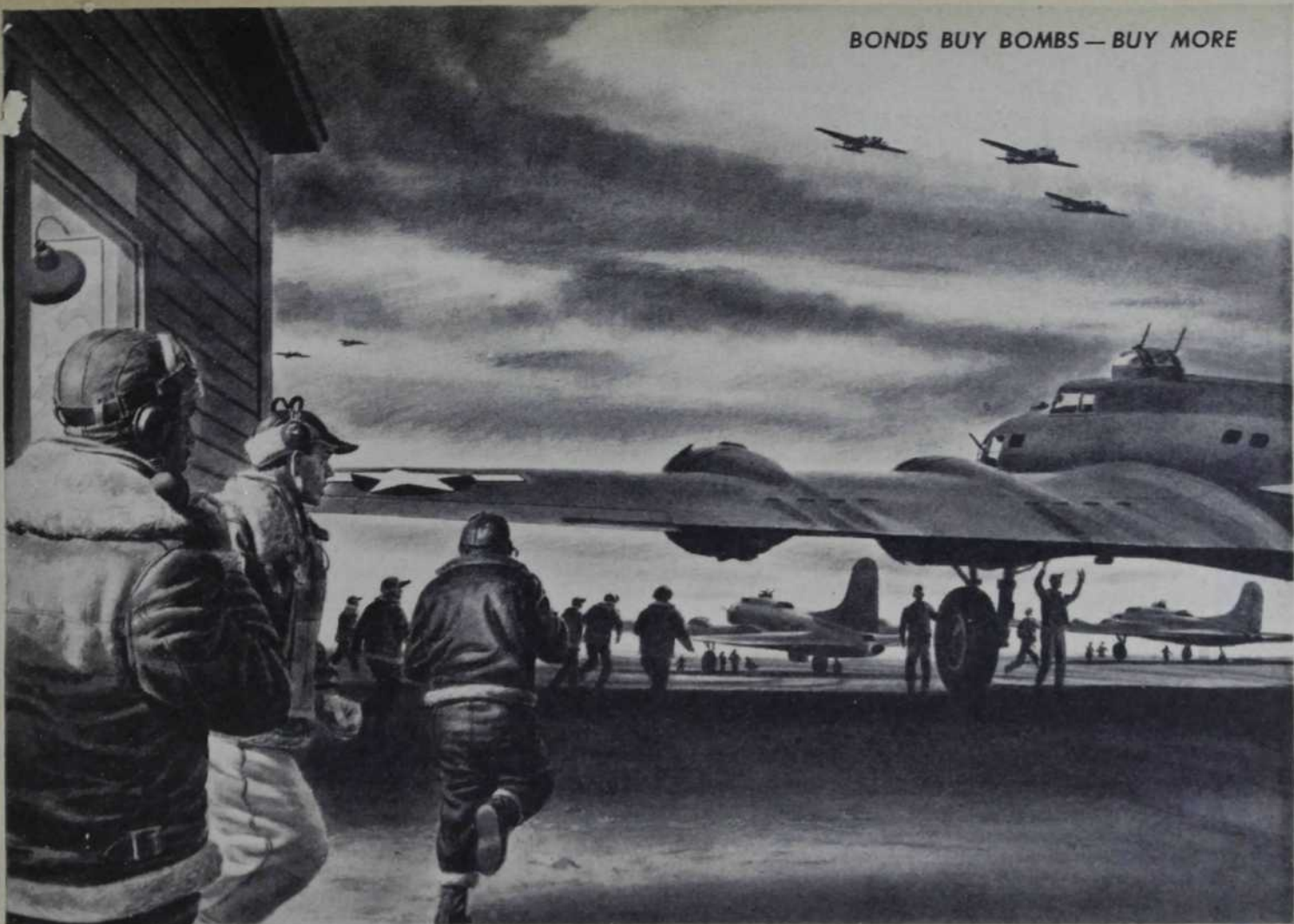
But these war uses are only a beginning. Diamond tool men predict spectacular new uses in the future. Some of



ERWIN GALLOWAY

Since they are 85 times as hard as any other substance, only diamonds will cut diamonds—even then the job takes hours





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There are also the immense projects of maintaining adequate reserves of fuel, bombs and supplies, preparing and maintaining vast airfields, training and housing personnel, establishing far-flung weather observation posts, and developing new weapons and techniques.

The scope of the air war is vast. Its aims, accomplishments and limitations must be interpreted statistically for better understanding and accurate planning. Thousands of fast, accurate Burroughs machines are providing indispensable figures and statistics.

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**NORDEN BOMBSIGHTS**—Years of experience in precision manufacturing are enabling Burroughs to render an extremely important service to the nation by producing and delivering the famous Norden bombsight—one of the most precise instruments used in modern warfare.

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Meters, however, are only one phase of Bowser Exact Liquid Control. Bowser Proportioners, Filters, Lubrication Systems, Stills, Pumps, etc., have indispensable applications in almost every industrial plant in America. BOWSER, INC., Fort Wayne 5, Indiana.

these uses may revolutionize many of the methods of industry.

Take the role which grinding may play in future manufacturing, especially in many metal products—gears, for example.

Today the rough gear, after coming from the foundry, must be machined. In the future, the hardened material can be finished on the spot with formed grinding wheels. In some products numerous steps of machining would be saved by the diamond tool which keeps the formed wheels precision-true.

Or consider the possibilities in plastics. To thread or taper a piece of plastic is today a machining job. Tomorrow plastics will be cut with a diamond-edged tool. The advantage will be in speed and the continuity of operation. When you change a turret lathe tool of the ordinary kind, the setting up often takes two to three hours. That is time lost from manufacturing. But, if the cutting tool is diamond-edged, it will often perform 10,000 cuttings without needing a change.

### Diamond tools needed

OBTAINING, therefore, the postwar need for industrial diamonds will be great. The automotive industry—to name only one—will tool up with industrial diamonds as an aid when the day for conversion comes. The new metals, like magnesium alloys, will need the diamond tool.

So there is no question of market or demand. That is here, and practically unlimited.

The question has been whether the new industry would have adequate labor and techniques, and low enough costs, to meet the demand.

It happens that a new development on the gem diamond side of the industry points to the probable answer. The development concerns new methods for cutting and shaping the small stones—those less than one-tenth of a carat in size.

For these stones the diamond industry has a special term: "melee." It is melee which has decorated the sides of engagement rings, setting off and enhancing the larger solitaire above. Wrist watches, brooches, ear rings have also had their quota of such stones. Usually they have been not much bigger than twice the size of a pin head, but they have had to have 58 sparkling facets just the same.

It is in melee that the diamond workers of Holland and Belgium have always excelled. They had the time, the patience and the low wage rates to do the job well and profitably. Melee, in other words, has never been an American game.

When the Low Countries were invaded, melee practically disappeared. What there was rose 350 per cent in price. Jewelers were forced to decorate the sides of rings with intricate chasing and to develop three-dimensional effects in settings. The biggest diamond importing houses in the country moaned that, if melee weren't supplied to them some

way, some how, they would have to go out of business.

At this point American diamond-working firms tackled the problem in a typically American way. They asked:

"Couldn't the assembly line method and the principles of mass production perhaps be applied to cutting melee?"

Baumgold Brothers of New York came up one day with an answer. They were opening a diamond apprentice school and melee-cutting plant. They announced that they had invented machinery which would perform the operations and the delicate adjustments formerly done by hand.

The entire art of diamond cutting would be broken down into a few simple operations. The melee stones would be passed from worker to worker along a production line.

Now in operation more than two years, the system has shown some phenomenal results. The American training works so well that in six months the apprentices are cutting melee superior to that of Dutch and Belgian master cutters brought here, by special State Department visa, to instruct them!

As to costs, they will apparently be in line. So promising are the new methods that the Baumgolds have publicly predicted:

"Careful preliminary estimates have convinced us that the price level will be competitive with that of European-cut melee even in normal times."

### High skill in cutting gems

THESE mass production, speed-up methods will of course influence the future of "industrials" because the diamond tool contains a shaped diamond, and the shaping is done much the same way as with gems. The new mechanical methods should keep costs in the industrials low and competitive.

"All right for your industrials and your melee," about now someone will remark, "but what about the future of the larger stones?"

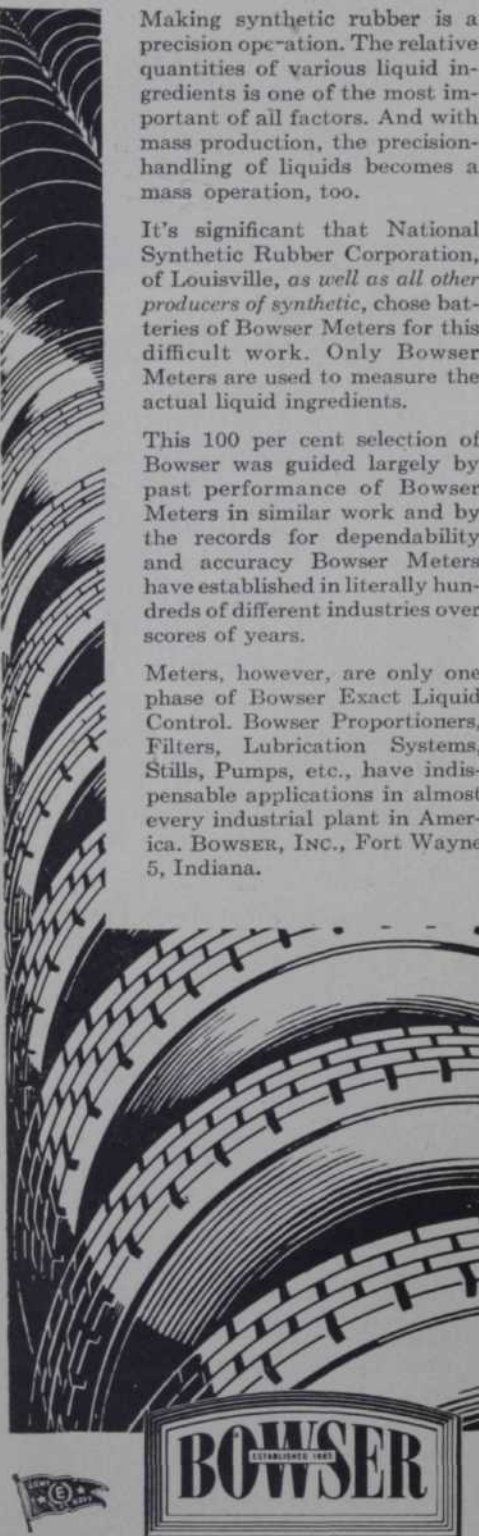
Well, although few knew it, this country has for years excelled in cutting and fashioning the bigger jewel diamonds. Our Diamond Workers' Protective Association of America, the craft union or guild of the industry, has been largely responsible for this. Its membership is exclusive and its standards of workmanship those of perfectionists.

It is easier to get into Groton than into this union. Not only must the novice come from the right family, but the family usually has to be of Dutch or Belgian stock.

Wages—as is fitting for perfectionists—are high. Today many of the union's workers are making as much as \$235 a week. The work they turn out is the best in the world.

That is why one diamond industry official remarked recently:

"With superior labor like that we certainly have few worries about the future in the big stones. In those the leadership of this country—whatever happens to melee and industrials after the war—ought to be unassailable."

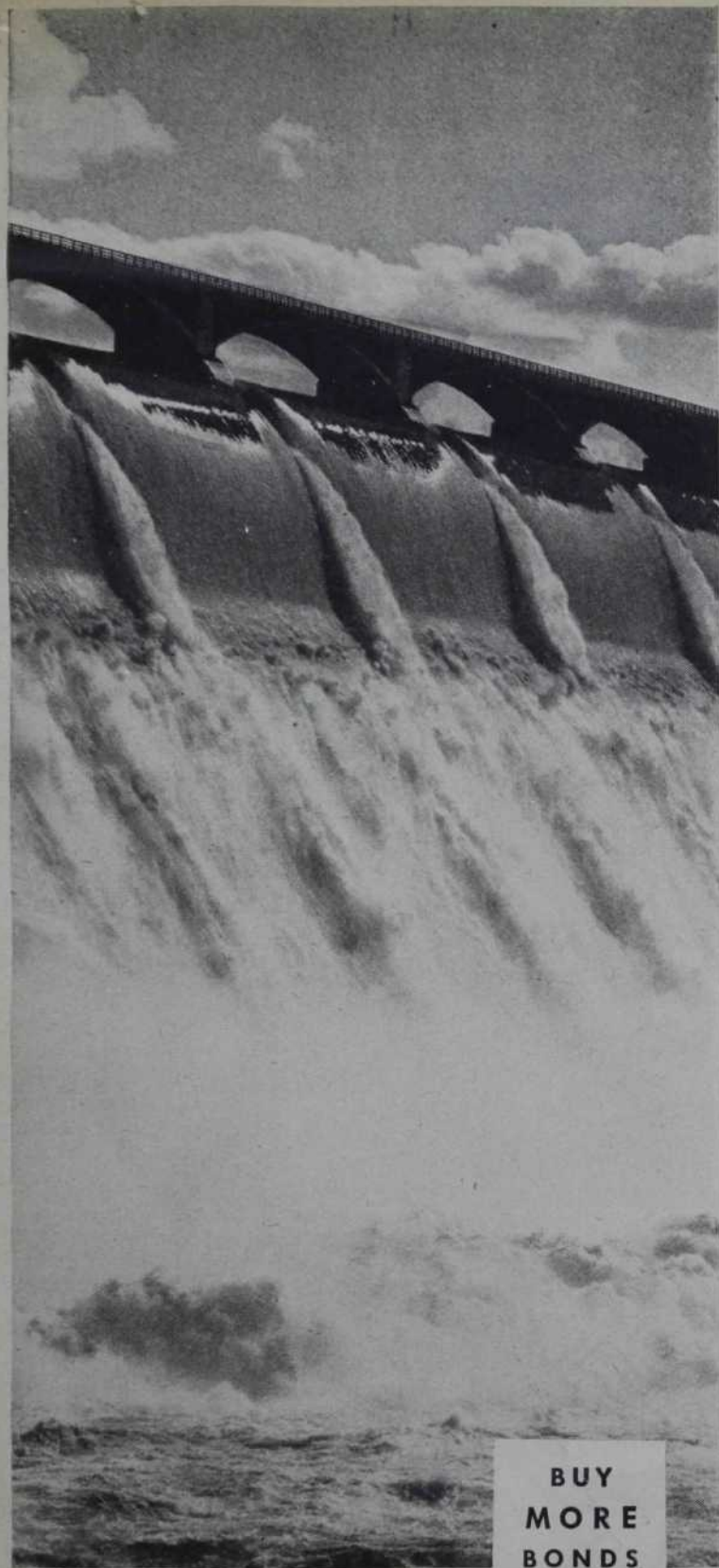


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Not only has Bowser's war production earned the Army-Navy E... Bowser equipment has helped earn it for scores of other companies.

BUY WAR BONDS



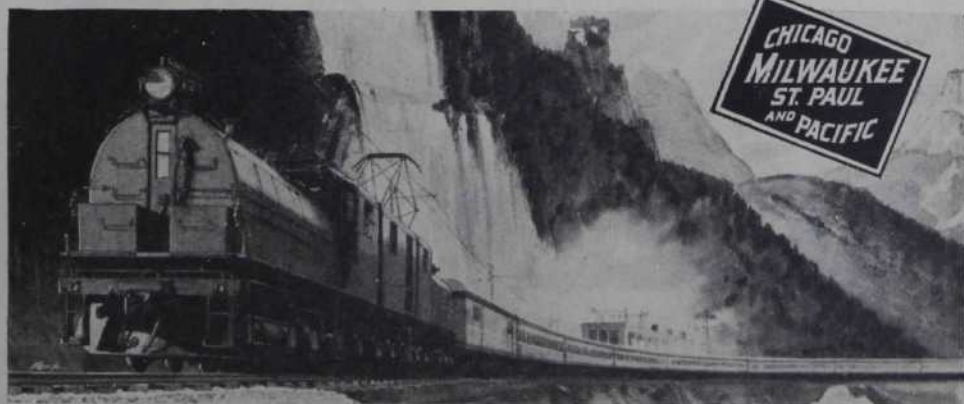


GRAND COULEE DAM

**BUY  
MORE  
BONDS**

## THE MILWAUKEE ROAD

ELECTRIFIED OVER THE ROCKIES  
TO THE SEA



## Water over the dam

... and back of the dam ... is creating a new land of opportunity in the great Pacific Northwest. The harnessing of the endlessly flowing Columbia River and other swift running streams generates the nation's greatest regional supply of hydro-electric power.

Today, these great, man-made sources of energy are helping to win the war ... keeping aluminum reduction mills at high speed production ... filling the light metal needs of our great wartime air armada, our navy and our merchant marine.

Their postwar possibilities hold limitless promise. Here is a source of low-cost power ready for immediate action and potentially equal to the heaviest demands of rapid industrial expansion. Here are planned irrigation projects capable of transforming millions of acres of rich, but arid, land into fertile farms and orchards. New trading centers will thrive.

War production has brought hundreds of thousands of workers to Seattle, Tacoma, Spokane, Portland, Longview, Aberdeen, Hoquiam, Port Angeles, Everett, Bellingham and other enterprising cities. Peace-time industrial, agricultural and mining development will need these skilled craftsmen. Opportunities will attract the war veterans and pre-war tourists, who have been here and learned the wonder of this "charmed land".

### *Look to the Pacific Northwest*

New manufacturing will augment the lumbering, shipping, fishing, farming and mining industries, to which the Pacific Northwest owes its ascendancy. Vast quantities of goods will flow to Alaska, China and all the Orient from the natural deep-water harbors of the Pacific North Coast ports.

The Milwaukee Road serves this region of boundless opportunity. We have long had faith in its future. To the builders of America we say: "Look to the Pacific Northwest!"





# Coming Battle of the Fibers

By FRANCES BRENTANO

WHEN the dairyman, the coal miner and the lumberman compete to dress milady, the competition will be terrific

ALTHOUGH the textile world today has only one big customer, Uncle Sam, and only one aim, to win the war, the armistice will see an immediate resumption of the age-old struggle for the consumer's dollar.

Growing out of this struggle will come an array of tempting new fabrics, in addition to a rejuvenated line of the old time-tested materials endowed with new qualities and properties.

Already such terms as Teca (a crimped acetate rayon), Bemberg (a cuprammonium rayon), Fortisan (a saponified acetate rayon), Vinyon (vinyl resin yarn or filament), and Lastex (an elastic yarn) are becoming familiar names to the woman—and even to the man—on the street in a field where cotton, wool, silk and linen held sway for centuries.

Climate, geography, politics, and international shipping have always affected the supply of natural fibers. Drought, tornadoes, soil erosion, excessive rain, cold, heat, and insect blights have caused crop failures and influenced production. The war has isolated Eire, laid waste the flax fields of Poland and Russia, cut off our supply of raw silk from Italy, China, and Japan, upset the equilibrium of the wool market, and made cotton more than ever a royal power.

Small wonder that cotton, contributing more than 80 per cent of all textile fiber consumption, zigzagged from 34 cents a pound in 1920 to six cents in 1932, and 21 cents in 1943; that wool ranged

The struggle is not clear. Wool combines with cotton, cotton with rayon, rayon with silk and nylon. Nature's fibers contend with man-made fibers, man-made fibers with each other

CHARLES DUNN





## I'm no hero

I never had any illusions that this war was going to be a pushover. I knew the day would come when they'd have to call even us — the pre-Pearl Harbor fathers.

Well, I've been called. I don't like leaving my wife and kids. But I'm in and, while I'm in, I won't be seeing much of my family. So there's only one thing for me to do: Help get this war over — *fast*.

It's not going to be easy. Even if they sit me behind a desk. Or if they stick a gun in my hands. It's not going to be easy — thinking of home.

But whatever I'm asked to do, I'm going to be the best damn soldier I know how to be. I'm no hero. . . . *I just want to get home as soon as I can.*

That's what you folks want, too. Want all of us home.

Every job I do, be it shooting Japs or doing K.P. — so long as I do it well — chips off a minute of the time we're away.

And when you buy a U. S. War Bond you're chipping off minutes, too. *That's everybody's job! So let's keep at it!*

Let's all go on "chipping" — minutes, hours, months — until we're all together again! Buy bonds — an extra one *today!*

This advertisement prepared and space furnished by Felt & Tarrant Manufacturing Co., Chicago, sole makers of Comptometer Adding-Calculating Machines.

N. W. AYER & SON



between a 1920 high of \$1.66 a pound, a 1932 low of 66 cents, and a current level of \$1.15.

But rayon prices (and indeed those of all synthetic fibers) have the advantage of controlled mass production—as production increases, the price decreases. Viscose yarn, \$6 a pound in 1920, is now 55 cents. In fact, rayon and rayon goods have consistently demonstrated increasing utility and style possibilities at progressively lower prices. The growing importance of synthetics in the textile world is due largely to these factors.

### Synthetics may dominate

THE traditional fiber groups are well aware of the coming competition. Such spokesmen as F. Eugene Ackerman, director of the American Wool Council, are forecasting an unprecedented post-war competition between natural and synthetic fibers. Mr. Ackerman says:

"Unless producers of wool and mohair protect their markets by an intelligent program of experimentation, education and promotion, without delay, it seems almost certain that these great raw materials will shortly become blending fibers of secondary importance, subject to the dominance of synthetic fibers in price, style and usage value. In that event the dividing lines between wool, cotton and rayon manufacturers will cease to exist."

Oscar Johnston, president of the National Cotton Council, emphasizes:

"Cotton is in a highly competitive position. . . . If we cannot produce cotton and market it in competition with jute, paper, wood, rayon, synthetics, then cotton must simply bow its head and we must go into something else."

The struggle, however, is not clear cut. It spreads out all over the map, with confused and constantly shifting boundaries, with guerrilla

skirmishes and strange alliances. Wool combines with cotton, cotton with rayon, rayon with silk and nylon. Nature's fibers compete with man-made fibers, and man-made fibers contend furiously with each other.

We laymen are accustomed to think in terms of fabrics and finished products. But the manufacturers (that is, the weavers) are the neutrals of this war. Within a few weeks their machinery can be converted to turn out almost any type of textile. The real battle is being waged between the sheep growers, the silkworm interests, the cotton and flax farmers, on the one hand, and the makers of synthetic threads, on the other.

Many a weaver has already switched from silk to rayon or nylon—and in the future, will switch again (if it profit him) perhaps to some protein base fiber, such as Aralac, derived from casein, already successfully used for felt hats, interlinings, socks and quilted articles. Others may turn to still experimental products like Zein, from corn, now an important constituent of varnish; or to fibers made from soya, peanuts, seaweed, treebark or fishscrap.

Filaments and fabrics lead directly to the new and sensational developments in plastics. These chemical miracles have many properties of textiles, rubber and metals. Materials manufactured from them, or even treated with them, can be made transparent or opaque, plain or patterned, immune to the elements, resistant to vermin, fungi, mildew, acid and grease—and perspiration-proof.

Anyone attempting to take a poll on the leading candidates for textile office after the war will be hopelessly befogged. The wool interests insist:

"A fabric is no better than its base—and what base can compare with wool?"

The southern delegation asserts:

"Cotton is king! Nothing will ever take its place!"

The makers of synthetics murmur:



Out of the war will evolve functional clothing which will give the traveler comfort and protection against temperature changes

"Cotton and wool have had their day. Of course, we'll use them—they're marvelous for blends and backings."

Out of this welter of partisan opinion, a few outstanding facts are accepted by all parties concerned. Even competitors concede the enormous strides of rayon from 0.3 per cent of the total annual textile consumption in 1920 to 9.5 per cent in 1943. More than half the women's dresses sold in that year were made of rayon. Rayon is also being used on an expanding scale today in men's wear—sport shirts, slacks and summer suits.

In 1941, about 75 per cent of America's most beautiful legs were glamorized in silk; and the hosiery manufacturers were buying 85 per cent of the nylon supply. Today, with both silk and nylon merely memories, rayon claims 90 per cent of the women's full-fashioned hosiery field. But stylists predict that the moment restrictions on nylon are lifted, stockings of that fabric—full-fashioned and of a new seamless moulded leg type—will dominate the market. Only the fortune teller can answer the \$64 question:

"Will silk, rayon, Velon, Vinyon, or some new blend have second place?"

Each claims the other hasn't a chance.

### Fabrics tested by war

THE war has provided the most scientific mass tests of fabrics in history. The armies and navies of England, Canada and the United States have invaded regions formerly occupied by only birds, fishes and animals. Experimental centers, such as the combat obstacle course at Camp Lee, have compressed months of wear for army clothes into an hour's time, and enabled the Quartermaster Board to gauge how tough G.I. clothing is. Based largely on this data, military and scientific experts have modified all previous concepts of military clothing.

In service men's coats, shirts, trousers, sweaters, socks, underwear, nothing is left to chance. Each is built to order to meet exact specifications. The traditional frigid weather materials—fur, leather, sheepskin and thick "woolies"—although still used, have frequently been found too bulky where warmth and freedom of action are essential.

To safeguard men against biting cold, sleet, and gales of rain and snow, wool (both for outer and undergarments) has been found unexcelled in qualities of insulation, moisture absorbency and permeability to air.

In low temperature conditions, especially with high winds, a closely woven, long staple cotton garment, worn as a shell over the wool clothing, is found to increase warmth as much as 30 per cent.

Cotton, like wool, has many uses.

"We have the troops and task forces all over the world," says Ralph A. Butland, principal textile technologist of the War Department, "and each one has special cotton characteristic types of fabrics built expressly for that area."

High-strength rayon, on the other hand, is often worn by parachute troops and jungle fighters, because of its durability and resistance to snagging.

Out of the war will evolve the scientifici-



cally functional clothing of the future. In the age to come, the business executive may breakfast in a New York blizzard and keep a dinner date in Havana. But he must travel with a limited wardrobe, something like a woman's "ensemble," built to give comfort and protection against drastic temperature changes.

What women's clothing will be after the war is anybody's guess, because women are willing to suffer in the name of style and beauty. As always, stylists and designers will call the tune. They predict a runaway bull market—the greatest variety of rich and novel materials ever used—and multi-piece ensembles.

The expected outpouring of new textiles constitutes a definite threat to cotton, wool, and even more to rayon which, since 1941, has maintained a strangle hold on the women's dress and underwear market.

### Rayon will have competitors

WITH linen and silk out of the race, and nylon scratched just as it got off to a flying start, rayon has more than held its own against cotton and wool. But with the peace, these competitors—and a host of more recently developed synthetics—will be eager to challenge rayon's supremacy.

"Probably within a year after the war," says Paolino Gerli, president of the International Silk Guild, "silk will again be in production." With no inventories on hand, silk can offer absolutely fresh patterns and weaves. And women are hungry for it at any price within reason!

People instinctively talk of fibers and fabrics in terms of clothing and forget the huge consumption for household and industrial use. Carpets, rugs, blankets, upholstery and drapes have eaten up vast quantities of wool, cotton and rayon, just as towels, table settings, sheets and pillow cases account for vast quantities of cotton, rayon and linen.

Of course, linen is a war casualty, but research is going on continually at Belfast Research Institute, the Georgia School of Technology and elsewhere. Robert McBratney, a director of the Linen Trade Association of New York, says:

"After the war, linen will return to its unique place, with renewed prestige and an enhanced tradition of fineness and wear."

But it appears certain that here, too, all the old-line filaments will have to contend with the synthetics. Rayon invaded the household even before the war, contributing new notes of color and variety. The more modernistic architects and interior decorators lean toward the recent laboratory materials: Fiberglass (spun glass filament) window curtains and lampshades, nylon, Velon, and novelty weave drapes, Velon or Saran upholstery, brushed nylon rugs, miscellaneous plastic table settings and floorings.

The use of filaments in industry resembles a three-ring circus. There is



TOBACCO



TEXTILES



FURNITURE



TIMBER



MAN-POWER



COTTON



CHEMICALS



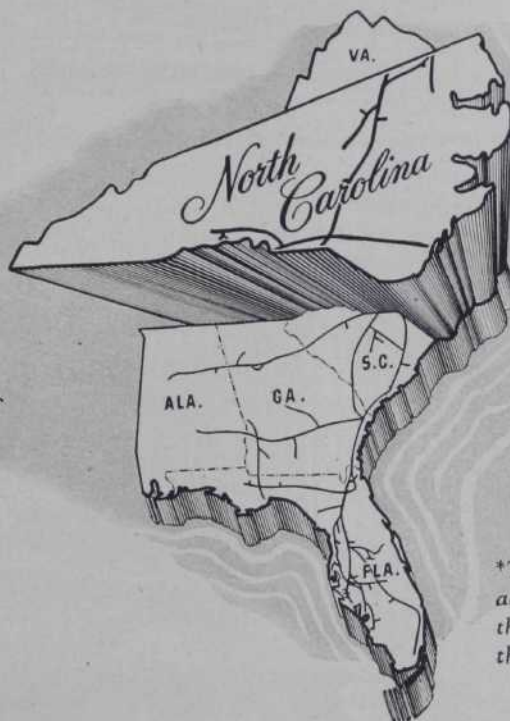
FARM CROPS



MINERALS

# North Carolina

TODAY AND TOMORROW



\*This is one of a series of advertisements featuring the six States served by the Seaboard Railway.

North Carolina has an outstanding record among the states of our Nation for industrial development, commercial progress and civic advancement.

Nature blessed this state with such basic assets as mild climate, fertile soils and raw materials in abundance and variety. Today, these resources are contributing mightily to the winning of the war.

But North Carolina is not resting on its laurels. State agencies, railroads, industry and agriculture are cooperating in long-range plans to assure better times in the years ahead.

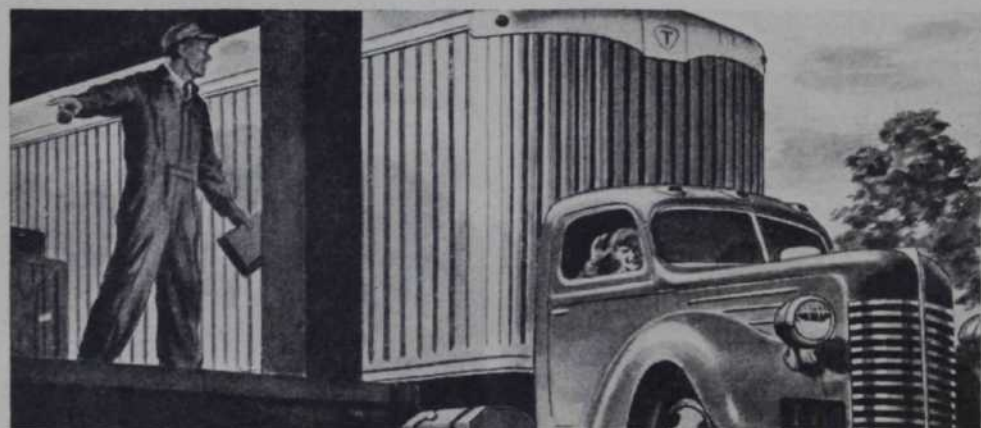
The Seaboard, a key railroad serving North Carolina, is proud of the constructive part it has played in the economic progress of the State. Through its Industrial and Agricultural Development Departments, as well as through other agencies of the Railway, the Seaboard will continue to plan and work with North Carolina for the brighter world of tomorrow. Seaboard Railway, Norfolk 10, Virginia.







**1. Crippled fighter gets a lift.** Many a crash-landed plane is on the way to a repair station or salvage dump in no time at all—thanks to a crash trailer. Trailmobile makes hundreds of trailers for hauling war equipment—from these giant ones, to small bomb carriers.



**2. Trucks and trailers link together** all points on our home road map, too. They are the flexible way to deliver supplies for us, and material for war. Trailmobile is now producing new commercial trailers again—see below.

## Special Delivery—1 Invasion!

**T**AKE A COUPLE OF MILLION MEN. Put them on an enemy shore to fight.

All railroads are destroyed, roads mined and torn up, bridges blown up. That is where trucks and trailers come in.

They literally pick up our whole side of the war and move it forward as our fighters advance. The

whole burden of the stupendous supply job falls squarely on Motor Transport—for special delivery.

Trucks and trailers match this military job, here at home, with *flexible* Motor Transport... high-balling American production to its thousands of destinations *on time*, despite too few men, vehicles, tires and repair parts in wartime.

### New Civilian Trailmobiles Now!

► Trailmobile is making civilian trailers again—to help our hard-pressed transportation system at home.

The full allotment of several thousand Trailmobiles, permitted

by recent Government allocations, will be produced with no let-up in supplying equipment for our Armed Forces. The Trailer Company of America, Cincinnati 9, Ohio—Berkeley 2, Calif.

# TRAILMOBILE



Commercial Trailers for War and Peace . . . . The Vital Link in Flexible Transportation

hardly an article that can be imagined to which they do not contribute—from belting to blood plasma filters, from sailcloth to surgical sutures.

Many of the new fibers are pushing beyond the borders of textile territory. Saran, a thermoplastic resin, and Velon, filament or fabric made from it, already have been utilized for stainproof, perspiration resistant upholstery in public conveyances and meeting places. The Army has adapted these plastics for colored insectproof tents in the tropics, and for flexible window screening.

High-strength rayon, only recently commercially feasible, led rayon to the tire market, which alone consumes more fiber than all the viscose rayon plants in the country produced in 1941. It was quickly adapted for the manufacture of cords for heavy-duty tires on trucks, buses and bombers. Naturally cotton is contesting this inroad, and nylon is edging its way between the two.

Certain fibers seem to be winning at the moment. But the question is whether they can maintain these gains. Their destinies will be influenced by many unpredictable factors: when and how peace will come; how long it will take the ravaged countries to get back on their feet; the size of military surpluses to be disposed of after the war; how future discoveries and inventions will affect production and labor costs; and whether we will have a high tariff or free trade.



## Lifesaving Net

A floater net, similar to the one shown here—and manufactured in his own home town—saved the life of Seaman 1/c Frank Capece after his destroyer, the U.S.S. Buck, had been torpedoed in the Mediterranean.

Seaman Capece and 25 of his shipmates reached the net and hung on until a rescue ship arrived. Other floater nets of the same kind were instrumental in saving about a third of the destroyer's crew.

When Frank got back home on a furlough, after having been hospitalized for a few weeks, he learned that the net to which he owed his life had been made by the Sponge Rubber Products Co. where his brother and a number of his friends are employed. He visited the plant to say thanks to the workers—and they got a new idea of the importance of their war jobs.



# Historic Moments in our First 125 Years

from the Archives of the Aetna Insurance Company, Hartford, Connecticut, Founded June 15, 1819

Aetna Insurance Co. • The World Fire & Marine Insurance Co. • The Century Indemnity Co. • Piedmont Fire Insurance Co. • Standard Insurance Co. of N. Y. • Standard Surety & Casualty Co. of N. Y.



In Colonial Days the cry of "Fire" struck terror to every heart. Bucket brigades could do little to prevent complete destruction. Fire insurance was uncommon; the owner usually suffered total loss.



The original seal, adopted at the Company's birth. The name "Aetna" was taken from the famous mountain in Italy which, "though surrounded by flame and smoke is itself never consumed."



Travel was by stage coach and postage was as high as 37¢ a letter in 1819. Yet the Aetna took the bold step of appointing agents in other States, thereby founding the American Agency System.



Continuing to pin its faith to building through local agents, the Aetna in 1821 appointed a representative in Canada. It was the first American Company to operate on an international scale.



New York's great fire of 1845 wiped out the Company's surplus and part of its capital. Directors signed personal notes to make good Aetna's promise "to pay every loss in full—dollar for dollar."



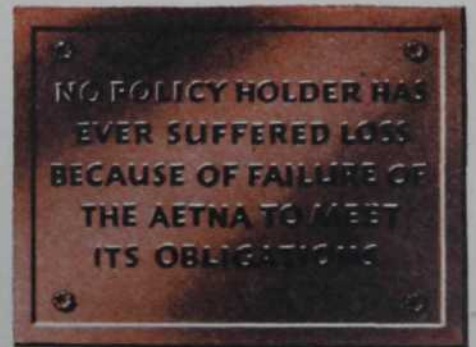
When the Civil War broke out and even after the fall of Fort Sumter, the Aetna notified its Southern agents that "all honest claims will be recognized, no matter where the claimant may be located."



Speaking to an anxious Chicago crowd after the fire of 1871, the Aetna agent said, "Aetna will pay every dollar of loss." The first check for \$7,350 was written on the barrelhead from which he spoke.



The San Francisco fire of 1906 cost insurance companies more than 47 years of underwriting profits. The Aetna headed a national "Roll of Honor" for paying "all claims, in full, cash without discount."



An important reason for this 125 year record is that insurance with a capital stock company such as those comprising the Aetna Insurance Group is backed by both a paid-in capital and surplus.



# Postwar Puzzle in Steel

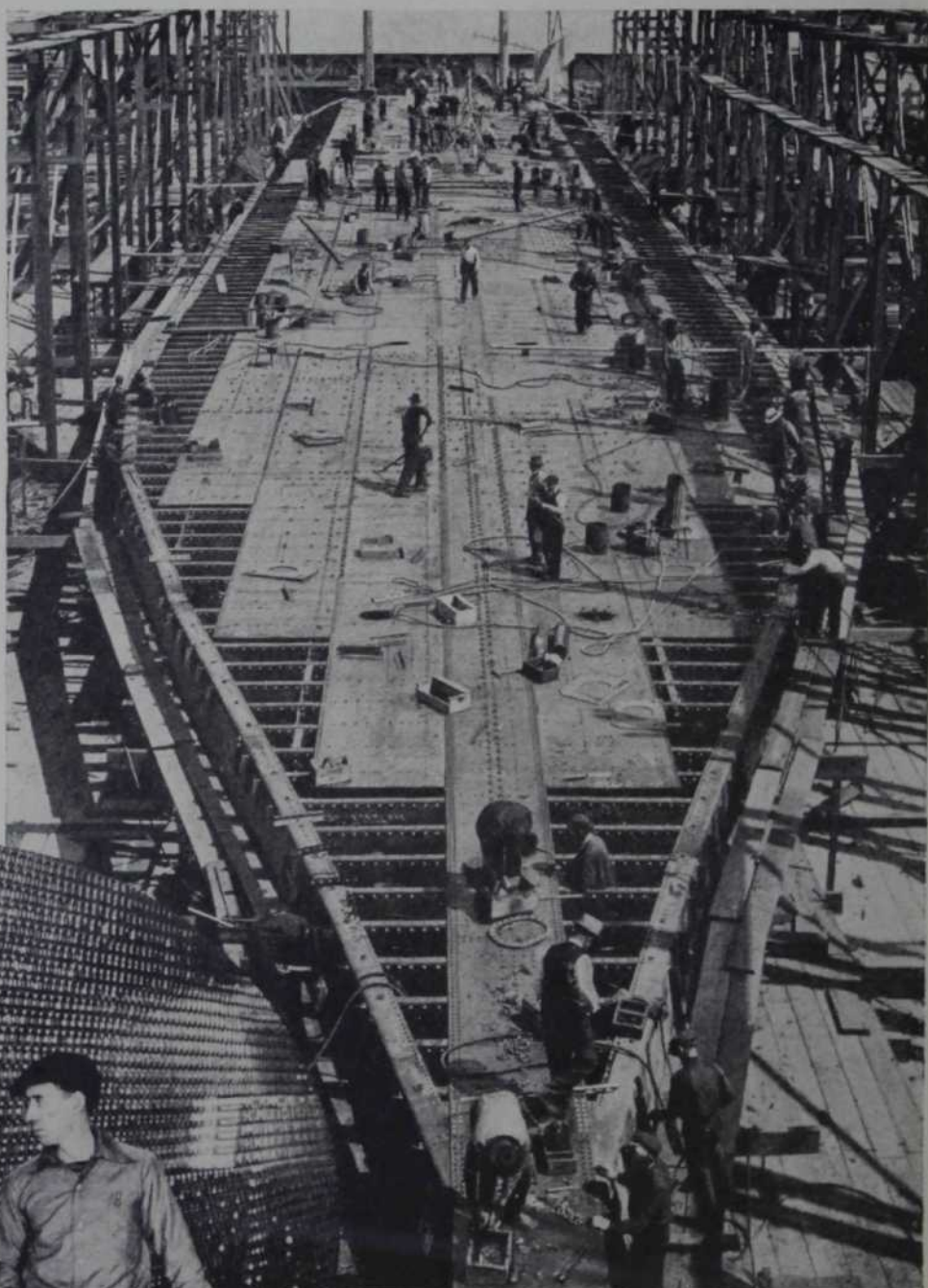
By ARTHUR HAWTHORNE CARHART

**UNCLE SAM** has a big new \$180,000,000 steel plant out in Utah. What is to become of it after the war?

**W**EST of the Wasatch Mountains, near Provo and the blue waters of Utah Lake, a mastodon of steel sprawls on 1,600 acres of recent farmland. Many hard-reasoning folk of the Intermountain region wonder whether this steel mammoth will become a giant of future western industry or molder into rusty dust.

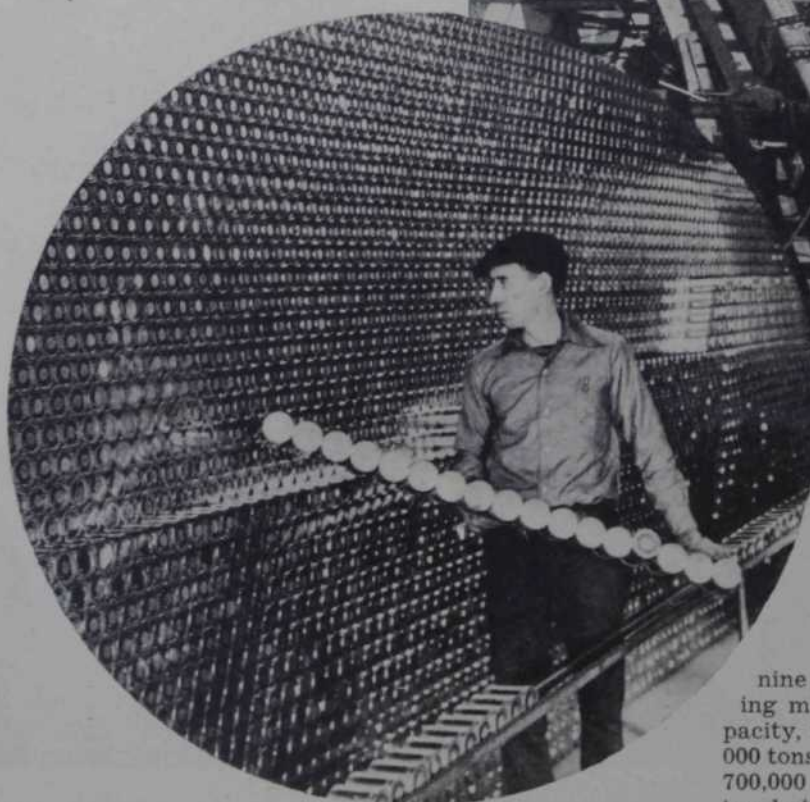
The Geneva steel plant, costing \$180,000,000 is being built by the War Plants Corporation to produce plates for war fleets. It is to be operated by Columbia Steel.

All that is most modern in steel technology has gone into design, equipment and processes. The finished plant will have three 1,100-ton blast furnaces,



WEBSTER & STEVENS

The Geneva steel plant is intended to roll 700,000 tons of plates a year. In wartime this goes to west coast shipbuilding

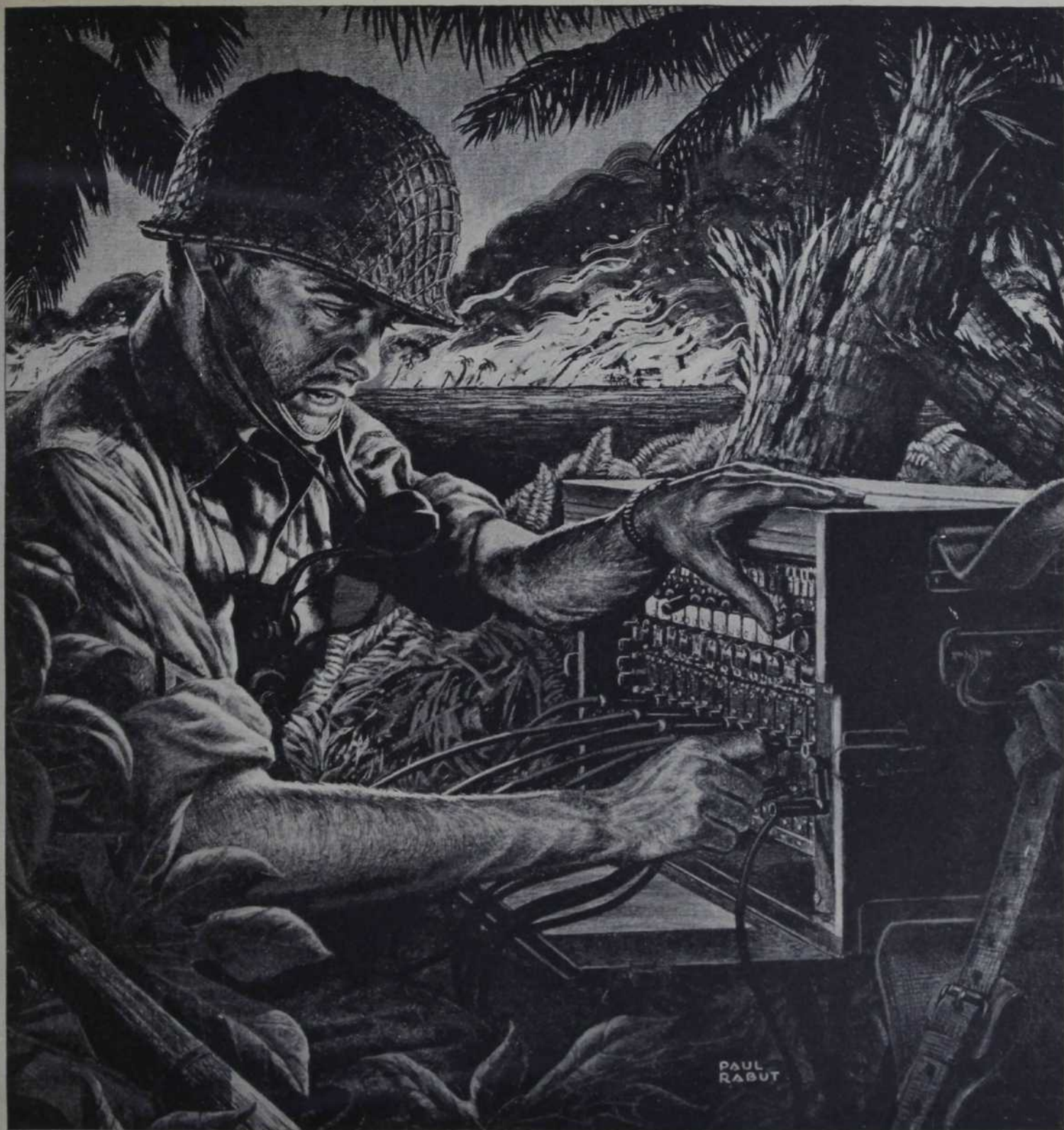


With conversion the Geneva plant could offer bitter competition in tinplate

nine open-hearth furnaces, a 54-inch slabbing and blooming mill and 252 by-product coke ovens. Running at capacity, it will produce 1,150,000 tons of iron a year; 1,280,000 tons of steel ingots; 900,000 tons of rolled steel, of which 700,000 tons would be steel plates, and 200,000 tons structural steel. It is important to remember that this plant is being built to produce just those two classes of steel products—plates and beams, angles and channels.

Near by is the Ironton plant, built in 1924 and recently enlarged. Combined, the output of these two neighbors puts them in eleventh place among the nation's 24 largest iron-





*Battle Talk!* . . . that is what he handles on this portable switchboard. Close behind our advancing troops, he holds the life lines of men in combat. Through these lines, flow reports from outposts, orders from command posts—helping to win objective after objective on the road to Victory, Home and Peace.



What can he do with your money?



75th ANNIVERSARY

**Western Electric**

IN PEACE...SOURCE OF SUPPLY FOR THE BELL SYSTEM.  
IN WAR...ARSENAL OF COMMUNICATIONS EQUIPMENT.



He and his comrades can win this war with it—when you turn your dollars into weapons. The cost of winning is high—but dare you think of the cost of NOT winning? Make sure of Victory—invest every dollar you can in War Bonds!





**You can hold it down at a cost of less than 1c a man per week**  
A rising temperature and a rising number of absentees usually go together. One reason is sweat.

Sweat robs the body of essential salt. This loss of salt dehydrates the body. It thickens the blood. The result is Heat-Fag. Workers are tired, easily fatigued.

Water alone can't replace the fluids lost through sweat. Water alone in hot, sweaty conditions dilutes body fluids and causes heat cramps.

The real answer is water and salt tablets at every drinking fountain. Then workers who do hard work and sweat can take a Morton's Salt Tablet every time they take a drink of water. This is the easy, simple, sanitary way to maintain the proper salt balance. It is recommended by industrial physicians and endorsed by America's greatest corporations.

**This Is What Happens When Sweating Robs the Body of Salt . . .**



**MORTON'S**  
*Heat-Fag*  
**SALT TABLETS**

**QUICK DISSOLVING**  
(Less than 30 Seconds)

This is how a Morton's Salt Tablet looks when magnified. See how soft and porous it is inside. When swallowed with a drink of water, it dissolves in less than 30 seconds.

Case of 9000, 10-grain salt tablets . . . . . **\$2.60**  
Salt-Dextrose tablets, case of 9000 . . . . . **\$3.15**

**MORTON'S DISPENSERS**

They deliver salt tablets, one at a time, quickly, cleanly — no waste. Sanitary, easily filled, durable.

800 Tablet size . . . **\$3.25**

Order from your distributor or directly from this advertisement . . . Write for free folder.



**MORTON SALT COMPANY, Chicago 4, Ill.**

steel producing units. The nearest city to the Geneva plant is Provo, Utah, with a 1940 census of 18,000. The new plant operating at full capacity will employ 5,000 workers. It will be the direct support of a community of at least 20,000 people. To meet the need for additional homes, the Federal Public Housing Authority already has built 2,500 units near the plant. When completed and staffed, Geneva will be a big, self-contained steel producing community.

### Built for war use

APPROACHED from the viewpoint that governed when the project was initiated there is sound logic for building it.

We were at war. We needed steel plates to build fleets to carry men and supplies to the world's battle lines. Nobody knew what tremendous tonnage of new bottoms would have to be launched. Big shipbuilding plants sprang up on the West Coast. We needed to assure a western production of steel for ships; a big supply, because nobody knew how vast the demand might be. Construction of the plant at Geneva was insurance on a war-risk basis.

The plant is in the center of supplies of raw materials not yet fully surveyed and estimated. Known supplies are big enough. There certainly are 40,000,000 tons of iron ore within 250 miles of the furnaces. It is good ore. Ore at Birmingham runs 36.64 per cent in iron; Mesabi tests 52.07 per cent; Utah ore tests 56 per cent and can be mined by open-pit methods. Reliable estimates indicate that one man-hour of labor will produce six tons of Utah ore as compared to three tons of Mesabi and 0.7 ton at Birmingham.

Geneva's position with regard to coal is even more favorable. Several extensive fields are within economical shipping distances. The Book Cliffs field, with a vein of coking coal ten to 16 feet thick, begins 120 miles east of Geneva, and extends far into Colorado. The overall dimensions of this one field are, roughly, 100 by at least 200 miles. Operations can be completely mechanized, the drifts can be driven at ground level, and the coal will not have to be washed before use. Lime and dolomite used as flux are so near by they almost can be blasted from cliffy outcrops directly into supply bins.

The plant has even more advantages. The Bureau of Economic and Business Research of Utah University estimates that production of a ton of pig iron at Birmingham will cost, under typical and normal conditions, about \$11.40. At Gary the cost is reckoned at \$15.56; at Pittsburgh, \$14.21.

At Geneva it is \$10.85. As for transportation, it costs \$11.44 to ship a ton of pig iron from Gary to the West Coast by rail; \$13.70 from Birmingham; \$15.41 from Pittsburgh. A ton of pig iron shipped from Geneva costs only \$4.95. Water transportation of the ton unit from Sparrows Point, Md., costs \$10.20 and the same rate applies from Mobile, Ala.

True, Geneva is relatively distant from the former "labor markets," but

war has introduced conditions in Utah that would seem to guarantee adequate labor supplies. About 37,000 people were working at new construction in Utah in September, 1942. In January, 1944, only some 7,000 were so employed. Most of those released from construction could find new jobs in war plants in the state. By the time these close down, many of the folk will have homes established, children in schools, and roots well thrust into the soil. They will remain if there is any assurance of employment. Add the thousands of young men coming home to Utah, seeking work after the war, and a surplus of labor seems possible.

The depression of the 1930's hit Utah as it did all parts of the nation. But these sturdy people attacked their relief problems without much federal aid. It was a self-help program that succeeded. Utah leaders remember those days. They are going to do everything in their power, economically, financially and politically, to keep the Geneva plant operating at full capacity to provide jobs, to combat unemployment.

The tax situation is to Geneva's advantage. The tax portion of a ton of ore mined in Utah is considerably less than five cents a ton. That's low, and local officials are not going to load this new industry with burdensome taxes, at least in any beginning period when it is battling to establish itself.

Looking only at these facets, the Geneva project glitters like a flawless gem.

But—one vital question rises to shadow the future:

"Where will we market the steel?"

### Postwar questions

ANSWER that, without launching cut-throat and destructive competitive battles for markets, and you will be mobbed by grateful people who now are wondering what position Geneva will hold tomorrow. Question after question pounds away:

The plant cost \$180,000,000; tax dollars. The Government owns it. Will the Government operate the plant in post-war times?

Will this amount to a grand subsidy, or state socialism, introducing a type of competition that no privately owned plant of similar kind can buck?

Will the Geneva plant be sold to some favored concern at ten cents on the dollar, and that company, thus initially subsidized, tear into existing markets of other companies, regional and national, and play havoc with investor, management and labor structures?

Or will it be sold at auction to the highest bidder? Or will this big plant be so lacking in markets that no agency can afford to operate it, and it will be junked?

Or, can we dismantle it, sell it to Russia or China?

Who can use it? And how?

Geneva is organized to produce plates and structural steel for ships. Now, before it is even in production, word comes that steel plate piles up in stockyards at other centers because shipyards cannot





Official photo  
U. S. Signal Corps



# Kodak 35



## your "Civilian Miniature" *is with the Army... Navy... Air Forces... Marines...* in Uniform

WHEN production of cameras for you stopped short, Kodak 35—owned by numbers of America's miniature camera enthusiasts—won a preferred rating. Production of the 35 "in uniform" sped ahead, on Government order.

The reason being that the Army . . . Navy . . . Air Forces . . . and Marines . . . needed a camera which does precisely what you, in civilian life, want your camera to do.

From trim black and silver finish into non-reflecting black and olive drab—that was the only change in the 35.

Kodak 35, making pictures in either black-and-white or Kodachrome, offers more "picture capacity" than the average person usually needs. Yet it's simple to operate—not too much of a handful for a man who's excited . . . under fire. And it is dependable—can take some banging around, and still get the pictures.

Kodak 35 is the heart of the Photographic Field Kit designed and made by Kodak for the U.S. Signal Corps, which is responsible for Army photography in ground oper-

ations. A complete photographic laboratory in a "suitcase."

If you are not one of those who own this smart little Miniature, you can look forward to that as an "after the war" experience.

EASTMAN KODAK COMPANY  
ROCHESTER, N. Y.

REMEMBER LIEUTENANT ALEXANDER R. NININGER, JR. . . first man awarded the Congressional Medal in this war?—how on Bataan, he was three times wounded—but fought his way into the enemy positions again and again, wiping out whole groups single-handed?—how after the battle they found him dead . . . surrounded by dead Japs? A stern example for the rest of us. BUY MORE WAR BONDS.

Serving human progress through photography





## "From the Ground Up"

● America's pioneers started "from the ground up." Faced by trackless forests, mountains and deserts—beset by countless dangers—they accepted the challenge. Timbers were felled, broad acres cultivated, railroads built. All this was accomplished because our pioneers believed in the doctrine of individual enterprise; believed that hard labor, courage and faith would be rewarded.

Today, we're faced with another challenge. More food is required to supplement our nation's farm production. There's only one answer: "Victory Gardens"—thousands of them. *It's everybody's job* to produce food for our armed forces and home front workers . . . food for our own families. Again we're starting—from the ground up—to help hasten victory, to help maintain the spirit of individual enterprise in your America.

★ Let's observe true Americanism. Avoid paying over-ceiling prices. Shun black markets . . . and buy bonds.



THE PROGRESSIVE  
**UNION PACIFIC**  
RAILROAD



utilize the volume of war output already existing. U-boat losses are cut down. A lot of ships already are afloat. Perhaps steel plate plants now operating can produce enough to supply all the ships we can man.

Is there a potential future market for these two shipbuilding products Geneva can turn out? If so, where? In construction of our merchant fleets after war? Doubtful. After war we can use existing cargo vessels that have been transporting war materials. Could we peddle plates from Geneva to Russia, or sell China the idea of building a great merchant fleet?

For a few years, perhaps, if our trans-Pacific friends fell in with the idea, there would be an outlet for those two types of Geneva products. Or, with moderate modification, this plant might sell other steel goods in the vast arenas of Pacific trade.

### Conversion and competition

TO make any other type of steel products, the plant must have conversions, reorganization, additional structures and machinery. But where is the market if some millions of additional dollars are spent to add a sheet mill, a tinning plant, a rail mill—anything you name?

Conversion of the plant to make diversified steel products would precipitate a grievous struggle for markets in the Intermountain territory. Steel mills long established have served those markets in the past, and they would fight to retain them. The largest plant in the region is the Colorado Fuel & Iron Company mill, at Pueblo, Colo. A glance at its status shows what might happen to it in competitive struggle—also what might happen to other smaller plants.

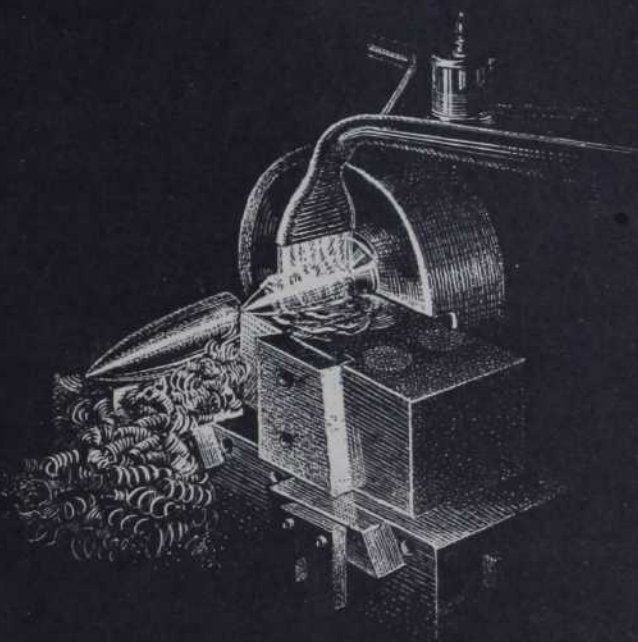
The C. F. & I. started serving the Intermountain region 63 years ago. It has all of the advantages in volume, quality and accessibility to raw materials that Geneva has. Last year the Pueblo plant produced 1,207,000 net tons of ingots, an output nearly equal to Geneva's rated capacity.

The C. F. & I. markets are established. Their salesmen and agents have friendly ties with customers, the company has attuned its output to area needs. In this respect, the C. F. & I. is entrenched and in an advantageous position.

The rails from Pueblo supply western railways. The structural mill is adequate for meeting western construction demands except for a few specialized types of heavy beams. Wire, plain, galvanized and barbed, is manufactured. Woven wire fencing is produced. Bale ties, fence and sign posts, nails and staples, pipe bands for irrigation flumes, grader blades for western road maintainers, bolts, nuts, spikes, rivets, reinforcing rods and cast iron pipe are made. If Geneva were to go into any one of these types of production, additional machinery would have to be added.

The C. F. & I. employs as many workers as Geneva would. They have been working for the C. F. & I. for years, own homes, have children in school, are integrated with the established community. A competitive struggle that ended

## EXAMPLE OF *Service*:



A manufacturer now turning out shell casings asked one of our Cities Service Lubrication Engineers to make a survey of his machining operations . . . Our engineer recommended certain changes, including the use of a new *transparent* blend of Cities Service Cutting Oil, which permits full visibility during the cutting operation. RESULTS: Tool life increased by 20% . . . cutting oil cost cut 25% . . . production efficiency and quality of work both improved.

More and more, it's service that counts . . .  
and

*Cities Service*  
means good service!



CITIES SERVICE OIL COMPANY

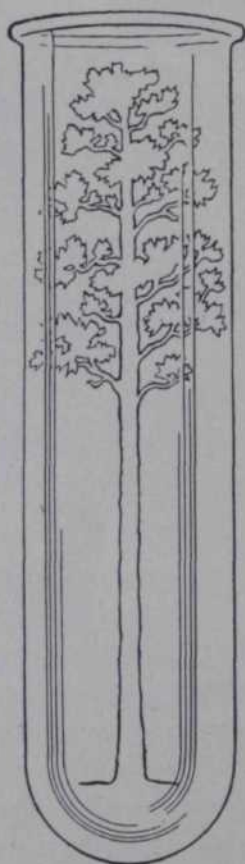
ARKANSAS FUEL OIL COMPANY



# WOOD PLASTICS

## PLASTICIZERS AND CHEMICALS

### A REPORT ON NORTH CAROLINA'S RESOURCES



FROM the tidewater swamps of the Atlantic to the towering ridges of the Great Smoky Mountains, there stretches a huge forest: the State of North Carolina, offering rich raw materials to the PLASTIC INDUSTRY.

Centuries ago this forest attracted the first white settlers. Their descendants cleared some 40 per cent of the land for crops and industrial settlements and drew on the tree substance to build up, among other forest industries, one of the world's finest and largest furniture centers.

Pine, hemlock, cypress, cedar, oak, ash, hickory, maple, beech, gum, chestnut, poplar, elm, basswood and walnut are found in commercial quantities.

North Carolina's tremendous forest reserves, plus annual natural growth of more than 10,000,000 cords of sound wood, plus cheap hydro-electric power, together with geographic location favorable to the largest Eastern markets, offer a golden opportunity to the manufacturer who would see his plywood, fiber wall-board and other PLASTIC products in the homes and offices of the World of Tomorrow.

There is room for a  
Dissolving Pulp Plant:

# NORTH CAROLINA

acetate and nitrating pulps for *High Grade Plastics and Textiles* . . . North Carolina's furniture industry provides one of the nation's largest markets for nitro-cellulose lacquers and other pulp derived finishes.

An annual sawdust pile of more than 500,000 tons will provide the raw material, at waste product prices, for turning out phenol-formaldehyde, wood flour and lignin for plasticizers . . . the miracle of chemical decomposition

can be put to work to produce wood sugar for feeding yeast and wood alcohol.

Industry seeking the right location for establishment of a *Destructive Distillation Plant* for the manufacture of methanol and acetic acid and wood tar derivatives will find it here where raw materials are abundant.

Write today for information about North Carolina resources: mica, clay, asbestos, silica, soya bean and coal, as well as forest. Address Commerce and Industry Division, 3182 Department Conservation and Development, Raleigh, North Carolina.

in a shut-down at the C. F. & I. would dislocate the economy of many existing communities.

That is a quick glimpse of what might happen if Geneva were converted to general steel manufacturing.

The future at Geneva, without destructive results to established business of the region, lies in conversions that will supply new products to new markets—if they can be found.

One possible outlet lies in supplying tinned sheet for the West Coast canning industries. Almost half of the nation's canned food products come from the West Coast, Hawaii and Alaska. In normal times, that one market consumes 400,000 tons of sheet steel per year. While the conversion necessary to produce sheet at Geneva would cost money, it is a logical development in relation to markets.

### Far-flung opportunities

OPPORTUNITY lies in another direction. Eighty-five per cent of the nation's supply of molybdenum comes from Climax, Colorado and in connection with copper mining at Bingham, Utah. Large deposits of tungsten exist in Idaho, Nevada, Colorado and Utah. Vanadium is mined in western Colorado and eastern Utah. A deposit of chromium is being developed in Montana. Manganese is available in Utah, Nevada and Montana.

Add to this the electric furnaces that can be served by the gigantic power developments on the Columbia River and at Boulder Dam, and the potential opportunity for the Geneva plant to enter the growing field of alloy steel becomes apparent. But here again costly additional equipment would be needed.

Another suggestion is to convert the plant to make magnesium metal, lighter and tougher than aluminum. Great deposits of the ore are available. But there already is a gigantic magnesium plant near Boulder Dam.

Still another idea is to use the plant for smelting other ores produced locally. Utah copper, for example, is milled and concentrated at the mines, then the concentrates are shipped to New Jersey for smelting. Obviously it makes sense to smelt the concentrates near the point of production, but this would entail almost total reconstruction at Geneva.

The big steel elephant that rests on the former farms beside Utah Lake would have been an ace in the hole if we had needed it. We could still need it. That massive production for which it was built will exist after peace is secured. Every citizen has a dollar and a quarter, at least, invested there.

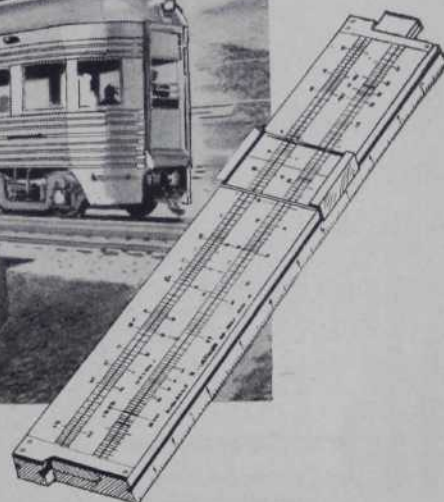
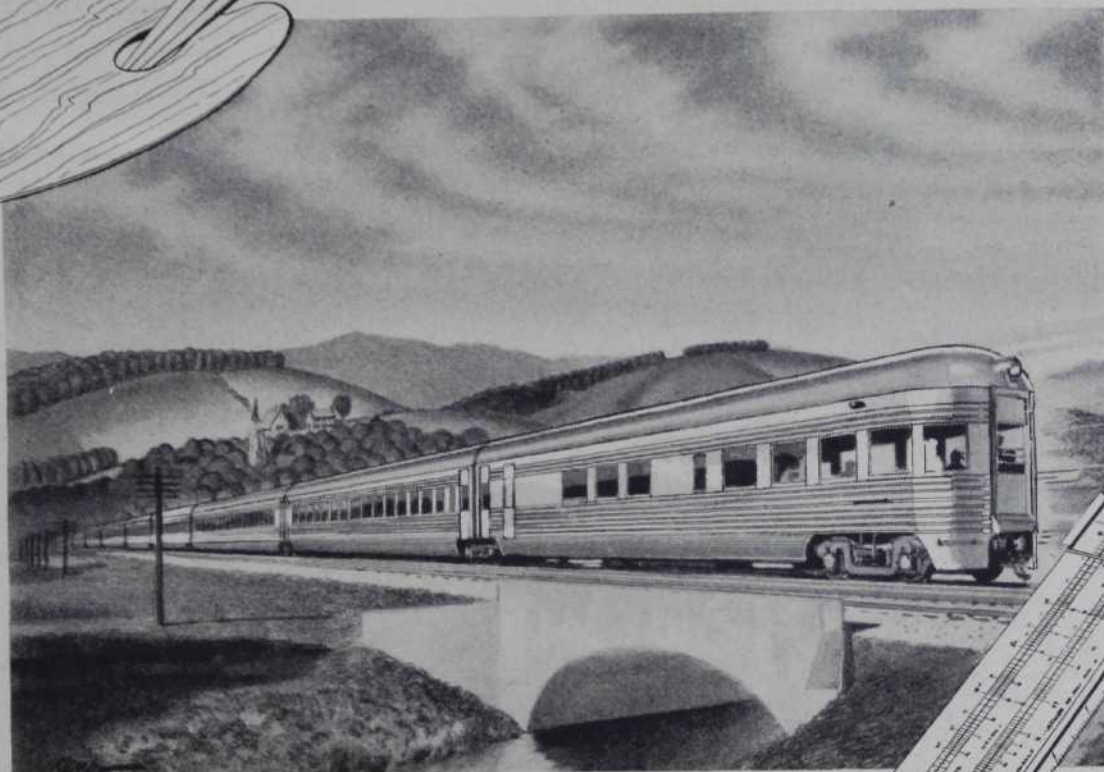
Perhaps this is typical of many plants over the nation. They're built, they were designed to serve war demands—but where do they fit in tomorrow?

One thing is certain; some of the best minds in the Intermountain region are working on the question of where Geneva steel is heading in the future. That may be the answer.

Good American business brains may blaze the trail by which this big plant will find good and constructive service in days to come.



**"Comfort and Beauty" says the Palette**



**"Strength and Safety" says the Slide Rule**

**I**T is pleasant to step aboard a train and find yourself in the smart, colorful atmosphere of good decoration, of well-designed furniture, of a gracious living place created for your comfort. For the need of beauty is inherent in us—should not be left behind upon the platform... yet beauty alone is not enough. Beneath it must be structural strength of tough, durable metal, expertly engineered; strength born of purpose never to compromise where your safety is concerned. Strength, smooth riding, beauty—these inseparables create true comfort.

Ours is the duty to examine ideas—decorative ideas, mechanical ideas—to keep only those that are improvements.

Pullman-Standard's research must explore many fields: metals and their fabrication; electronics, air conditioning, sound-deadening, smoother and quieter riding qualities, seating and illumination, colors and the creation of interesting patterns and a well-nigh endless list of problems—everyone concerned directly with your comfort.

Pullman-Standard is a part of America's war industry today, but is planning for the re-employment of the returning soldier in creating these finer lightweight trains which will embody countless virile ideas refined in our war production laboratory; trains far more comfortable than any that have gone before. Comfort and beauty, strength and safety. We are ready.

**Buying War Bonds—and keeping them—helps prevent inflation!**

*In addition to passenger cars, Pullman-Standard designs and manufactures freight cars of all types, subway, elevated and street cars, trackless trolleys, car wheels and other railroad equipment.*

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# A RIVER OF FUEL THAT FLOWS ON TRUCKS

*From the plains of Oklahoma  
for the planes that bomb Berlin*

SOMETHING BIG is going on in Duncan, Oklahoma.

In response to the call of the Army and Navy for increased production of 100-octane gasoline, eight independent Oklahoma and Texas refiners pooled their output of base stocks for the superfuel that makes America's warplanes fly higher, faster, farther—and hit harder.

Up went the new Duncan refinery, in an area short on pipeline and rail facilities. Use of rail transport would entail diversion of 500 tank cars, sorely needed elsewhere.

So the swelling flood that rolls to Duncan from the eight refineries rolls by truck... exclusively... hauled by 30 heavy-duty Internationals.

This day and night hauling is tough work. But those 30 heavy-duty Internationals are twin brothers, under the hood, of the battle-tested International Half-Tracks, powered with the same famous International Red Diamond engine. They're tough trucks. Built tough, with the stamina that made Internationals the largest-selling heavy-duty trucks on the market.

A rigid schedule of preventive maintenance keeps these 30 Internationals out of the shop and on the road... the same kind of sound preventive maintenance you can get for your trucks... no matter what your make or model... at your International branch or dealer.

INTERNATIONAL HARVESTER COMPANY  
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IN THE 5<sup>TH</sup> WAR LOAN**

## NEW TRUCKS—NOW!

The government has authorized the manufacture of a limited quantity of new trucks for civilian hauling in essential occupations. For your new truck, see your International Dealer or Branch now, and get valuable help in making out your application. Don't delay!

Pledged  
U.S. TRUCK  
CONSERVATION CORPS



# INTERNATIONAL Trucks



## Binding up the World's Wounds

(Continued from page 26)

ing fund is thus created. It is estimated that \$20,000,000,000 gross will be needed. Countries receiving UNRRA's help are expected to pay according to their means in goods, local currency or foreign exchange but a country or individual which cannot pay will be helped to the same extent as those which can.

The United States which contributes 40 per cent of the administration expenses and probably 60 per cent of the supply fund when occupied countries are eliminated, will have a single vote among the 44. Each of 15 countries have the same vote in the Council as the United States which contributes 800 times as much as any one of them.

Great Britain, which provides about 25 per cent of the administration fund when the dominions are included, will have six votes. It may not be too fanciful to speculate on whether the U.S.S.R. will stand on its latest declaration that it is 16 independent republics and ask for that many votes. Poland is a member of UNRRA but, significant of the Europe to come, the non-United Nations Baltic countries—Estonia, Latvia and Lithuania—are not included.

"The arithmetic is correct," a repre-

made, UNRRA is trusted to use its judgment in spending it. Congress could either accept or reject UNRRA. It could not change an international agreement. No issue was raised whether the United States had been pledged to a world undertaking by an executive order or whether an agreement with 43 other nations was a treaty requiring Senate ratification. The Senate preferred interpreting UNRRA as a part of military operations to relieve our advancing armies from the care of civilian populations behind the lines and with its life limited to military needs.

The most determined effort of Congress to exercise control is a clause which specifies that "no amendment of the agreement involving any new obligation shall be binding on the United States without approval by joint resolution of Congress." The Council can amend agreements and resolutions affecting its member countries by a two-thirds vote.

Without a grant of broad administrative power, any such international organization becomes a discussion group unable to carry out the work for which it was created. A puzzling question to many persons is whether UNRRA's charter and powers are so broad that its activities are unlimited—and its span of life must be extended to finish the task.

Resolution No. 12—UNRRA's functions are specified in an agreement and 41 resolutions—states: "Rehabilitation must not be considered as the beginning of reconstruction—it is coterminous with relief." Opinions differ on where dividing lines will be fixed between the three-R's—Relief, Rehabilitation and Reconstruction.

### Relief or reconstruction?

REHABILITATION of physical properties as well as of individuals is an accepted essential of relief but there is no agreement on where repairing railroads, communication lines, flour mills, canning factories, floating fish canneries and what are designated as "essential necessities" change from relief activities to the "beginning of reconstruction."

Showing UNRRA's wide powers, the Council which sums up into the Director General, can fix the definition as each case arises. That is among the least of its policy-fixing perquisites.

To relieve UNRRA from the responsibility for deciding when rehabilitation becomes reconstruction, Congressman Charles S. Dewey of Illinois has introduced a bill to create a revolving fund of \$500,000,000 for rehabilitation, reconstruction, currency stabilization and similar operations in liberated countries. Congressman Dewey speaks from his experience as an Assistant Secretary of the Treasury from 1924 to 1927, and as financial adviser to Poland from 1927 to 1930. The bill, if enacted by Congress, might also make unnecessary the proposed Keynes-White-Morgenthau United

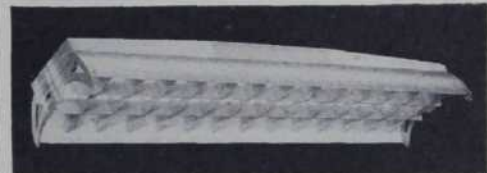


Norwegians rent these chairs while waiting for scarce supplies

sentative of UNRRA agreed in discussing the disproportion between a two and one-fourth per cent voting strength and a 60 per cent contribution. "As the Director General is an American, the headquarters are in Washington, 85 per cent of the responsible personnel are Americans and no supplies can be acquired or transported without approval by the Combined Boards, the United States will direct the organization for all practical purposes though it has only a single vote in the Council."

The only control which Congress, or any other of the contributing nations, has over UNRRA is through the purse strings. Once an appropriation has been

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QUICK-LITER gets maximum usage from lamps.



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QUICK-LITERs start and operate as low as 0°F. Temperature. Many are now in use in Alaska and the Aleutians.



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*Don't Listen*

### TO IDLE RUMORS

Careless talk can cost countless lives. It is your duty to safeguard information of value to the enemy. In your own interest safeguard your American right of "Freedom of Choice." Ask for what you want by brand name. When you say "I want Paris—and not a substitute," you exercise your right to choose what you use. Protect this privilege. Trust the trade marks which have stood the test of time.

Paris Belt illustrated: No. MB343, Smart two-tone twill. Genuine pigskin trim. Choice of four color combinations. \$1. Other Paris Belts \$1 to \$5.

# PARIS

## BELTS

"TOPS" FOR YOUR TROUSERS

**P**

and Associated Nations Stabilization Fund.

Under his plan, UNRRA would be relieved of any rehabilitation except what is temporarily necessary for relief. The \$500,000,000 would be administered entirely by representatives of our executive and legislative branches. Each country would be a separate problem for reconstruction.

Other countries would be invited to participate, the United States never advancing more than 50 per cent.

The senatorial interpretation that UNRRA is a military operation overlooks the fact that UNRRA can also be called into an area by "a government or recognized national authority which exercises administrative authority in the area." Like other broad definitions of UNRRA's powers, the authorization opens a long vista of possibilities.

### Not to play politics

DIRECTOR General Lehman says that relief will be distributed solely according to need and there is no reason to doubt his sincerity. The agreement specifies that it shall be distributed without regard to race, creed or politics, though an added proviso says that "diverse needs from enemy discriminations" may be taken into consideration. The agreement also forbids using UNRRA to strengthen any political group. In Yugoslavia, UNRRA cannot please one of its members without angering another. It must play no favorites between opposing diplomatic policies.

Congress added a recommendation that UNRRA shall relieve famine and disease in any area which is important to the military operations of the United Nations. Though no area is specified, this refers to India. It may come up again at the Montreal session.

With all its advance planning, UNRRA cannot operate in Italy. If it were there, the United States would be paying 60 per cent of the cost of relief instead of 100 per cent as at present. The agreement permits UNRRA operations in an enemy or ex-enemy country, which includes Sicily and the liberated portions of Italy, only after the Council has approved the scale and nature of operations and only if the country pays. Members whose countries have suffered from Axis aggression object to such operations.

Medical and sanitary relief for Italy will be discussed at Montreal.

In the meantime, Italy receives relief. Allied Military Government, the Red Cross and other agencies are doing the work though the purpose of UNRRA is to systematize, coordinate and harmonize such work in all countries.

When UNRRA operates in a country, that country transfers its national sovereignty over foreign relief to UNRRA. Under article IV of the agreement, no foreign relief agency can operate in an area receiving relief from UNRRA without the consent and under the orders of the Director General. UNRRA says that it will use the relief agencies wherever possible, permitting them to do as much as before and merely coordinating

the supply demands and their activities.

When UNRRA starts operating, this regimenting will be more than a mere administrative problem between it and the many long established international, denominational and racial agencies specializing in different kinds of rehabilitation.

Any lack of postwar planning has not been in the relief field. The War Relief Control Board has registered 575 American agencies alone. If UNRRA is in a country, they will come under UNRRA, as will those which are members of the American Council for Foreign Service, also the Red Cross, Salvation Army, Aid to Russia and others will come under UNRRA. In the Council are:

- American Committee for Christian Refugees.
- American Friends Service Committee.
- American Jewish Joint Distribution Committee.
- American ORT Federation.
- Church Committee on Overseas Relief and Reconstruction.
- Congregational Christian Service Committee.
- Greek Relief Committee.
- Hebrew Sheltering and Immigrant Aid Society.
- International Committee of Y.M.C.A. of U.S.A.
- International Migration Service.
- International Rescue and Relief Committee.
- Mennonite Central Committee.
- National Board, Y.W.C.A.
- National Catholic Welfare Conference.
- Near East Foundation.
- Unitarian Service Committee.

The agreement also gives UNRRA power to decide not only what a country may request from the Combined Boards but what shall be used for relief inside the country. Though phrased as a recommendation, Section II, of Resolution 14, specifies that any government receiving help from UNRRA will consult with the Director General before it gives or receives foreign aid. The restriction goes farther than the wording might indicate.

In a similar manner, UNRRA, an international organization, will have an indirect control over a liberated country's finances and resources through a voice in the country's own relief activities.

A country which has sufficient resources, including foreign credits or exchange, for its own relief and rehabilitation must apply for any supplies from abroad to the five Anglo-American Combined Boards which control all munitions, production, raw materials, food and shipping in the non-Axis world. UNRRA also will be before the boards to prevent a wealthy country gaining priority over an impoverished one in supplies.

"The Council recommended that all estimates for relief supplies go to the allocating agencies through UNRRA," Roy F. Hendrickson, deputy director-general, explains. "The reason is obvious. The world has only so much of the goods needed in relief. The aim of the United Nations is to share the supply fairly and equally. To do that, the total requirements of all nations must be con-





## AVENGER PILOTS "LET ELMER DO IT"—SOMETIMES!

Flying a Navy Grumman *Avenger* torpedo-bomber means tense hours of patrol duty over dreary wastes of ocean—hours of endless vigilance and constant concentration.

For relief from this exhausting strain, the pilot turns the controls over to "Elmer"—the Automatic Pilot. It obeys orders without question, flies the plane with uncanny accuracy on whatever level course the human pilot determines. It is a vital strategic device helping to keep flying personnel at peak efficiency—a unit of exceedingly delicate balance, demanding the finest precision workmanship in construction.

We are proud that we have been called upon, because of our specialized experience, to build the hydraulic parts for this automatic pilot. Their mass production is an achievement in precision manufacture which has won the recognition of the Navy air forces.

\*Pilot's nickname

LET'S ALL BACK THE ATTACK—BUY MORE WAR BONDS

Besides hydraulic parts for the Automatic Pilot, this company also manufactures the Hycon "Stratopower" pump—now standard equipment on the Lockheed P-38 and reserved exclusively for our fighting planes until victory is won.

Today there are available for immediate delivery other Hycon Pumps and Valves in the 3000-pound range for commercial applications to control or actuate machine tools, giant presses, dump truck lifts, materials-handling mechanisms and remote control circuits. They will operate brakes, clutches and steering devices of heavy vehicles; test high-pressure apparatus; and solve a wide variety of other hydraulic problems. Write for full information.



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## Life Lines

• Up where sky and earth meet, the skilled mountain soldier stakes his life on a line. It is his life line . . . his link with safety.

• In the grim job of winning this war, the lines of supply are literally the life lines of our armed forces throughout the world. Eight tons of weapons, supplies and food must go overseas with every soldier. Another ton must be sent to him each month to keep him going.

• Today, hundreds of thousands of American fighting men are on the attack. Vast quantities of fighting equipment and supplies, which our forces must have for successful invasion, are being continuously massed at strategic bases. To them the life line of supply carries the blood of life.

• Their life line of supply starts here at home on the American railroads. In thousands of trains, the railroads are moving everything needed to ports to fill the ships of great convoys — the life line that stretches across the sea.

• The job of supply grows bigger and bigger. It is a job that demands long range, minute planning, precision timing, nth degree coordination of railroads with ships. The job is being done — efficiently.

• The Norfolk and Western Railway is proud that it is a strong link in the life line that is supplying and will maintain our fighters in their supreme effort, which will bring complete Victory.

# NORFOLK and WESTERN Railway

ONE OF AMERICA'S RAILROADS . . . All UNITED FOR VICTORY!

BUY MORE WAR BONDS

sidered at one time in order to make the final allocations on a formula fair to every one. UNRRA is directed by the 44 nations bossing it to help the Combined Boards—the allocating agencies—by tabulating all the relief needs. But a nation with its own money to spend is not obliged to go to the Boards through UNRRA. It can present its own case. However, the Boards will notify UNRRA and, so far as possible, the world requirements for relief will be considered in one group. The guiding principle is to make relief goods available throughout the world with regard to need, not on ability of the more fortunate nations to pay."

"Under my proposed law, the United States would retain control of its funds and not turn them over to an international organization," says Congressman Dewey. "Also, there would be no ambiguity between relief, rehabilitation and reconstruction. As a country is assisted to its feet, it would gradually get back to private capital, and our government would collect its loan and get out."

"We can anticipate a situation where the United States and one or two other countries must shoulder all relief unless an organization like UNRRA is formed," says Senator Vandenberg. "UNRRA has explained what it proposes to do and the limitations which it will respect. We must trust somebody."

### International control

SOME others believe that UNRRA has much greater and more dangerous possibilities than feeding, clothing and healing the needy. Dr. Frederick C. Smith, Ohio congressman, a diligent student of national and world financing, says:

"UNRRA is part of the scheme to destroy the sovereignty of the United States, the entering wedge toward absorbing our nation in an international government. The memorandum accompanying the Administration's proposal for a United and Associated Nations Stabilization Fund on Keynes-Morgenthau lines, said: 'It is recognized that an international stabilization fund is only one of the instrumentalities which may be needed in the field of international economic cooperation.'

"It continued, 'Other agencies also are needed to provide capital for postwar reconstruction and development,' which refers to the proposed United Nations Bank for Reconstruction and Development, 'to provide funds for rehabilitation and relief,' which is UNRRA, 'and to promote stability in the prices of primary international commodities.'

"UNRRA, as it now stands, is the first step toward creating this international monetary dictatorship."

A general opinion of Congress appears to be that UNRRA should be given a trial, a probation, as expressed by Congressman Bartel J. Jonkman of Michigan:

"I am willing to go along, for the present, on broad humanitarian reasons and as an indication of a united action among nations to maintain a just and lasting peace."



# WE NEVER WANT OUR MONEY BACK

*Money borrowed* merely as a temporary measure may answer some business emergencies. But when you need money with which to purchase needed equipment, handle more volume with your present capital, pay heavy taxes, buy out a partner or for any other long-haul objective . . . the shoe is on the other foot.

*When that kind of money* has to be repaid out of the life blood of your business operation, you haven't solved your problems . . . you've involved them!

*Under ordinary conditions*, the "revolving" cash we put into your business will be at your disposal indefinitely. We can always get our money back if we desire—and that's precisely why we never really want it. You may look upon it as capital money . . . for in effect that's the purpose it serves.

*Whether your business requires* \$25,000, \$500,000 or more, your needs will be met in short order, provided we can help you make money with reasonable safety to ourselves. That's our policy in a nutshell. It's that simple, that quick, that effective.

*Frankly*, our charges are higher than bank rates. But your experience will tell you that it's not what money costs but what it does that counts. And if money accomplishes its purpose on a sound profitable basis, it's reasonable—regardless of the rate you pay.

*Thousands of successful business organizations* throughout America have proved this. In 1943, our volume exceeded \$200,000,000. Whatever the specific problems of your business may be, you may investigate our ability to solve them in strictest confidence and without obligation. Write, phone or wire today.

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## All Motor, No Brakes

(Continued from page 27)

of other federal administrative agencies. Our legal system works in the main in an after-the-event manner. Congress declares an act to be a crime and then the courts punish the wrongdoer. Non-criminal law acts for the most part in the same fashion. One individual is given the right to sue another and collect damages.

But after-the-event law is not enough for some activities in a complex industrial America. It is better to insure the operation of passenger airplanes by competent pilots than to leave a passenger injured by the unskillfulness of an incompetent pilot to sue for damages. Something similar is needed to protect the public from the distribution and sale of unfit food and drugs. Something com-

## Let's Clarify Our Government

THE rapid growth of federal agencies make it necessary that Congress erect a general framework of procedure for the administrative process.

Without making any great changes in the present system of administrative justice the needed standards can be fashioned into a general outline and pattern of fair procedure. Such an outline should include:

1. How the agencies are organized, so that an interested person can know where to go, whom to see, and what procedures he must use. In short, there is need for public information. The report of a Committee on Administrative Procedure, appointed by the Attorney General to investigate the need for procedural reform in various administrative tribunals, declares: "An important and far-reaching defect in the field of administrative law has been a simple lack of adequate public information concerning its substance and procedure."
2. An important agency function is rule making. Interested parties should receive notice of proposed substantive rule making, that is, of proposed administrative legislation, and should have opportunity to participate in making the proposed rules. Interested persons also should have the right to petition for the making or amendment of agency rules. When Congress legislates, the public has notice and an opportunity to be heard. Similar opportunity should be provided as to the legislative functions of appointees and officers not elected representatives of the people or removable by them.
3. Where Congress has required administrative agencies to make decisions as to private rights after a hearing, the agency should be required to give notice of the hearing and the issues which will be involved. The agency should give opportunity for informal discussion and adjustment, and then a formal hearing if necessary. Every person involved should have the right to be represented by counsel, and at formal hearings, the right to subpoena witnesses and to cross-examine the witnesses against him. The administrative action should be based only upon probative evidence which on the whole record is substantial. Final decisions should be stated in writing with the reasons and the findings of fact and conclusions of law as to all questions raised in the case.
4. Administrative sanctions and penalties should not exceed those specifically granted to the agency by Congress. No agency should be free to adopt licensing or similar methods of control without express authority from Congress.
5. Judicial review of agency action, whether rule making or decision, should be available in all cases of final action, except such as are subject to a new trial in a court. Administrative findings of fact should be sustained only if they are supported by substantial probative evidence upon the whole record under review.
6. Finally, and most important, the agencies should be required to work out an internal separation of functions. This may be done by completely delegating to one responsible officer or group of officers, investigating and prosecuting functions, with like delegation of hearing and decision functions to other agency personnel.



parable to the authority of a health officer to seize and destroy unwholesome food is needed in the public interest. In such instances individuals cannot possibly act for themselves or be expected to act for the protection of others.

Again, Congress simply does not have time to spend on the details of administration. Congress is by and large a policy-making body. It can declare that reasonable rates are government policy, but it could not possibly make all the rules and determinations required to fix millions of freight and passenger rates between thousands of communities. It cannot protect marine transportation, regulate banking, the air space available for broadcasting, and a host of other matters.

### Agencies an arm of Congress

CONGRESS could not possibly deal with the details in all these fields and have any time left for its many other legislative responsibilities, so it has delegated these tasks to administrative agencies. An administrative agency, therefore, is an arm of Congress.

It is our industrial civilization which has generated the agencies. Our American industrial ingenuity has only begun to be effective. It has only begun to be complex. Therefore, we must expect the continued existence and perhaps growth of the non-war federal administrative agencies. Accordingly, the agencies and the citizens must find a common working ground in a system of fair procedure.

The danger and the weakness in our present administrative agency procedure is that at present the whole authority resides in an official or board. The agency staff are agents or servants of the administrator. Congress empowers the administrator to make rules having the effect of law, to carry out the general policy and standards which Congress has declared.

To illustrate, Congress requires employers to pay wages not less than those proscribed by rules of a particular administrative agency. This rule-making authority is, of course, legislative in effect. Congress, however, has added executive and judicial functions to the same staff, so that the agency also investigates to detect non-compliance, then prosecutes charges for non-compliance, hears the charges as judge, and then enforces its decisions.

The authors of our Constitution had constantly in mind the example and experience of Europe. They knew at first-hand how easily executive rule could become official oppression. They, therefore, created three distinct departments of government, each possessing three attributes:

1. A definite field for its operations.
2. Exclusive authority within that field.
3. A power to check the other departments from trespassing beyond the boundaries of their policies.

Thus, the men who created our government guarded against the tendency of those possessing power to go beyond their boundaries. They took some of the



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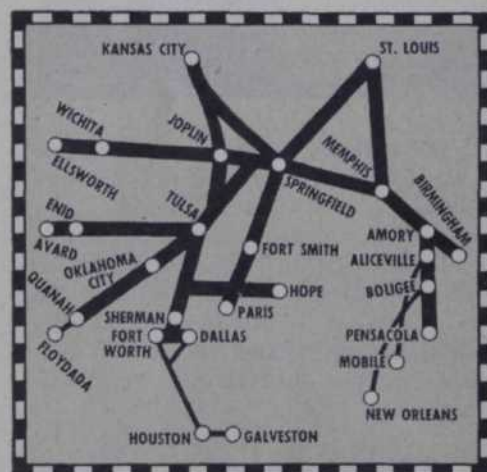


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power of each branch and distributed it among the other two.

The executive was given part of the legislative authority in the form of a veto power, and part of the judicial authority through the power to appoint the members of the judiciary.

The legislative branch was given some judicial authority through the power of impeachment, and some executive authority in the requirement of confirmation by the Senate of executive appointments.

The judicial branch received some legislative and executive authority by its power to declare acts of Congress and the executive unconstitutional and therefore void.

What checks are needed to protect the individual and at the same time enable the agency to hold public confidence and accomplish the object for which it was created?

The checks which have worked so successfully between the main branches of government are alike in one basic quality—they subordinate officials to higher law by creating an authority to review official action.

To repeat, but with different emphasis, the executive reviews acts of Congress and may veto them. The Senate reviews executive appointments and may reject them. The judiciary reviews statutes and executive acts and may render them void. The entire process, and the separate steps in that process sustain the supremacy of our basic law. Supremacy of law, therefore, may be said to be the essential condition to be preserved, not only over the three basic branches of government, but over arms or creatures of those branches.

## Review would be a check

THE principal check on administrative action is an adequate means of judicial review. In this way administrative action can be given judicial safeguards. Such review cannot be expected to supplant the agency action or to guarantee "correct" decisions.

The very existence of judicial review—the chance that the case may be moved beyond the administrator into the courts—makes the whole procedure more careful, makes both parties more reasonable in their attitude toward each other.

In an action by the federal Government against a private citizen, the trial judge or jury, unlike the administrator, did not make the principal law, has not brought the charges, and does not prosecute the case. Neither judge nor jury has any particular responsibility to "get results."

By contrast, original proceedings of administrative agencies cannot be equally safeguarded. All who function for an agency are responsible to the agency head. Investigator, prosecutor and judge are under the supervision of that head, which generally holds the power either of appointment, removal or promotion.

Moreover, the agency's responsibility to get results is often the very reason for its existence. Its action frequently rests upon a procedure by which testimony and other proofs are taken by a

trial examiner, who then makes a report which is reviewed within the agency and ultimately is the basis of the final action. That examiner may have had no legal training or experience. The rules of evidence as applied in jury trials are relaxed since they did not altogether meet the needs of administrative inquiry. The importance of judicial review is manifest.

Having prescribed satisfactory checks and balances, Congress may then take the second step to give system to our governmental agencies. That step is to provide greater uniformity in rules and practices among all agencies. Granting that one must have special rules which another may not need, there is still wide opportunity for basic uniformity.

To do so is merely to repeat what we have already done in establishing uniform state laws for sales, warehousing and negotiable instruments. Goods and services are cheaper and better because we have those uniform state laws.

No one is particularly to blame for the haphazard development which presently characterizes the administrative agency field. Like the famous Topsy, these arms of Congress have "just growed." Our judicial procedures are more orderly only perhaps because hundreds of years of experience have gone into their making.

But we cannot wait for centuries to produce the same result in administrative law. Social, commercial and governmental chaos would reach us first.

Congress can supply the uniformity, the checks and balances which will protect the citizen and the Government against the abuse of administrative law.

Walter Lippmann, in his "A Good Society," has said:

"In a free society the State does not administer the affairs of men. It administers justice among men who conduct their own affairs."

Congress can make it possible for justice to be administered among men in charge of their own affairs.

Congress can, and will, supply the remedy when the public demands it.

## Women Guards

THE WAR has tamed New Orleans' wild and wooly riverfront, famed in Mark Twain stories. The men just don't cuss no mo'.

The reason is 60 women guards who protect war cargoes on the Crescent City's riverfront harbor. With men scarce, Forrest C. Pendleton, president of National Corporation Service, a protective agency engaged in guarding cargoes, turned to employing women last fall.

The plan has worked well. The women, most of them with men of their own in service, take their duties seriously, work hard, buy war bonds with their money. Operating under the supervision of experienced male guards, they have done their job so well that not one instance of sabotage has cropped up on their beats.



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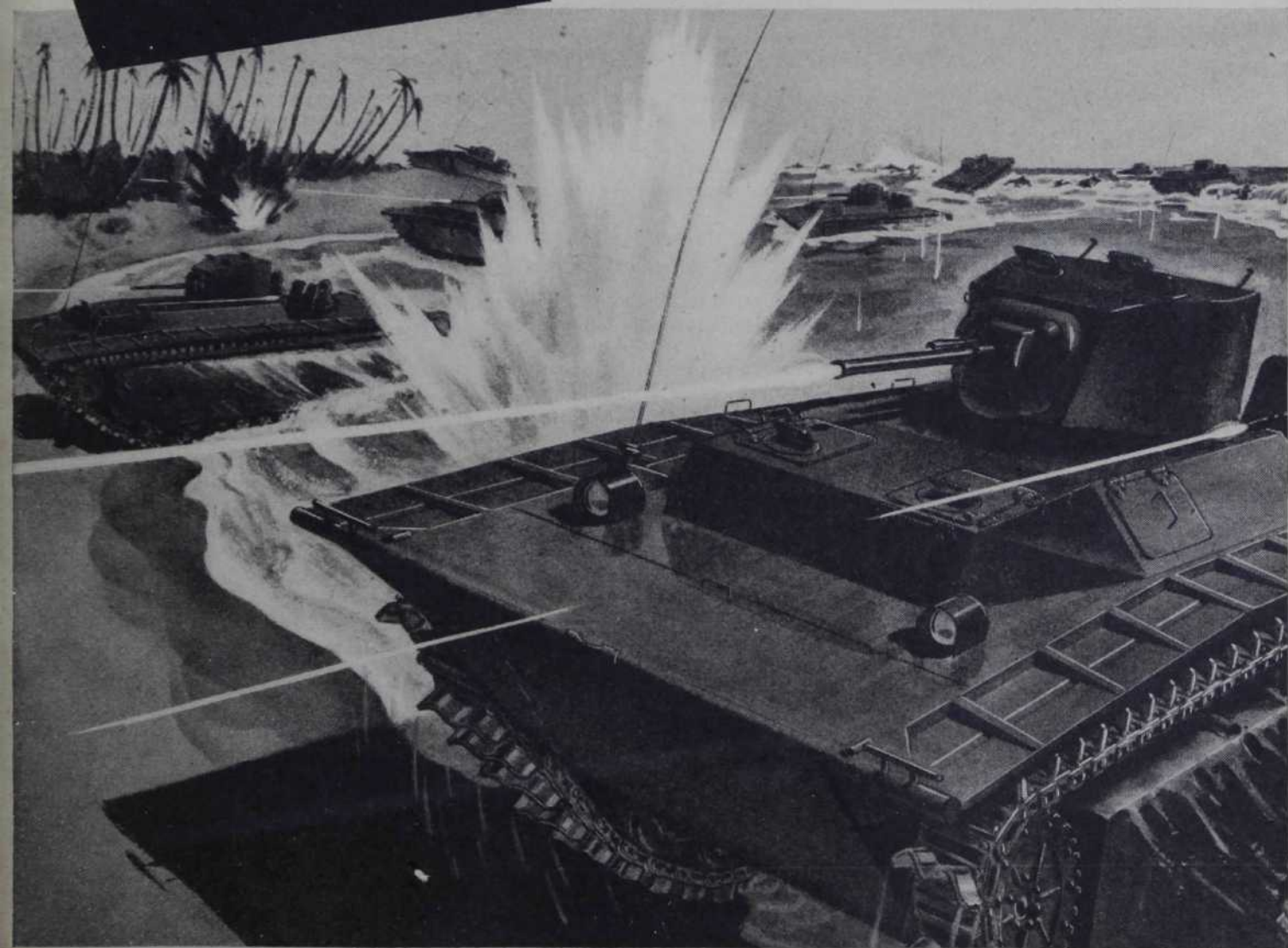
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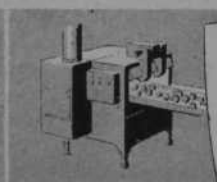
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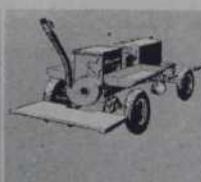


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## Labor's Goals in Reconstruction

(Continued from page 21)

tween Government and industry to maintain production at levels high enough to provide employment during and after the reconversion period.

"There is no substitute for a job."

Other sections favor free discussion, extension of the social security program, especially for the aid of veterans and their families, and schemes for housing and public works.

### Cooperation proposed

TO achieve all these ends, the Federation offers its cooperation.

However, the committee included some standard trade union doctrine. The Federation has no idea of giving up the advantageous place organized labor has achieved in the economic and governmental structure. On the contrary, in section after section, the report proposes cooperation of government, business, labor and agriculture, on terms which would give labor a full partnership in the policy-making process.

In particular, the rights of labor to organize and bargain collectively are asserted, and the National Labor Relations Act is lauded as a "memorable expression" of "the right of the worker to unite with his fellows to protect and advance his interests."

Although this A. F. of L. pronouncement is significant and, in most respects, heartening, we must go beyond it to find the answer to our initial question:

"Is there a discernible trend in the policies of organized labor, and if so, what is its direction?"

First we must recognize that organized labor is not an entity. It is made up of more than 10,000,000 individuals whose divergent views and aspirations are held together only partially by the supposed interests of a distinct class. Among labor leaders, as distinct from the rank and file, opinions run the whole gamut from revolutionary radicalism to a degree of conservatism that equals that of the legendary Wall Street financier—who, when you hunt him down, sometimes is not conservative at all. The best we can do, then, is to be guided by a sort of average of the median two-thirds of organized labor, disregarding both the left wing and the right wing.

We may conclude that the Federation committee report expresses the sentiments of this majority of wage earners when it goes all out in favor of free enterprise. American labor is capitalistic at heart. This is not strange, because the typical worker is a capitalist—if not always through ownership of stocks and bonds or through the hope of establishing a business of his own, at least through home ownership, savings bank accounts, life insurance, pensions, or his stake in social security. He would be one of the first to suffer if our economic system should be overthrown, and he knows it.

This does not mean that he would be averse to getting a larger share of the

wealth that industry creates. He hopes to do just that.

As to wages, therefore, labor is hard-boiled and admittedly seeks its own advantage. The most responsible union leaders, including some who have close alliances with the White House, have not hesitated this year to stab at the very heart of the President's stabilization policy. Some of these leaders are versed in economics; all of them have competent economists among their advisers. It is to be assumed that they know more about the relations among wages, prices and inflation than they always see fit to tell their followers and the public.

Here is where union politics enters the picture. Labor chiefs must hold their jobs by getting benefits, or seeming to get them, for their members. If one leader maneuvers a government agency, for instance, into granting a wage boost, his rivals must do just as well.

American labor fears government regulation. Even in the early days of the New Deal, when Congress was passing one law after another for the supposed benefit of the wage earners, those labor leaders who could look furthest into the future had misgivings about the ultimate outcome. They feared that a labor movement dependent upon government largess would turn out eventually to be a labor movement without freedom.

### No government regulation

SINCE then the workers have seen the fate of government-sponsored unions in Nazi and Fascist nations, and they want no part of it. Labor realizes that it is not the Government but private industry which in the long run can and must provide jobs. It is willing to depend upon the Government temporarily, or in an emergency, but it wants no WPA as a permanent institution.

As to labor's attitude toward radicalism, we find ourselves in a no-man's-land of conflicting definitions, because what is radicalism to one man may be merely enlightened liberalism to another. Even without this difficulty of definition, the philosophy of labor in this field is hard to generalize. Samples of almost everything can be found. Some unions notoriously are under radical leadership. Others are headed by men of most conservative type.

Perhaps for our present purpose it will be best to define radicals as "those who hope for the overthrow of American government or of the capitalistic system of enterprise." Such a group would include some leaders of American labor (Martin Dies thinks his committee has unearthed a number of them), but by far the majority both of leaders and of the rank and file are soundly conservative. They or their sons are fighting to protect the American system of government. They believe in capitalism because, among other things, it has given labor the highest standard of living it ever attained anywhere. Labor realizes, too,



that under the American system there is, even yet, plenty of opportunity for a manual worker to become a foreman, a company executive, or the owner of his own business.

The views of labor that have been outlined here are not always mutually consistent, and it cannot be expected that they will reflect the opinions of every leader or of every follower. They are the resultant of the inter-action of the separate views of millions of individual workers, influenced in varying directions and to varying extent by propaganda and mass psychology. They are difficult to appraise, and, once we think we have them properly classified, they do not always stay put. But this much is understandable:

**Labor is hopeful for the success and prosperity of American enterprise.** It is ready to cooperate with employers up to a certain point. It will support them economically—even sometimes politically—in the attainment of objectives that it thinks mutually desirable: foreign and domestic markets, prices that afford reasonable profits (not high ones) in addition to liberal wages, and relief from taxes and restrictive regulations that threaten actually to put employers out of business. It wants business to prosper, but it has no sympathy for what it thinks are exorbitant profits and over-stuffed executive salaries. It is willing—sometimes just a bit too eager—to cooperate with management in furtherance of efficiency and economy of operation.

But this cooperation stops short of controversial subjects like wages and union security. Organized labor has no idea of yielding on what it believes to be fundamental principles, or of giving up any of the gains it has made in years of struggle.

This leads up to a most important question: What is the outlook for employer-employee relationships in the re-conversion and postwar periods?

First it may be assumed that collective bargaining has become a permanent fixture in the American economic system and that, in one form or another, it will continue. Moreover, so far as anybody can see now, this collective bargaining will be mainly through the mechanism of regular labor unions, either affiliated or independent. A recent report by the United States Bureau of Labor Statistics showed that, at the beginning of this year, about 13,750,000 employees were employed under the terms of union agreements. This does not necessarily mean that that many workers actually belong to unions.

Some specialists in labor relations believe that, when the war ends, union membership will drop off sharply and the influence of organized labor will go into eclipse. This happened after World War I. However, a more realistic expectation is that losses in union membership will not be proportionately greater than the decline in total employment, whatever that may turn out to be.

Collective bargaining of the postwar era will be influenced—to a diminishing

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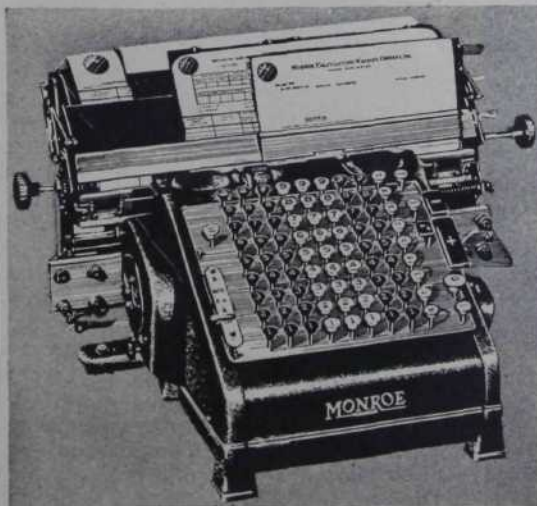
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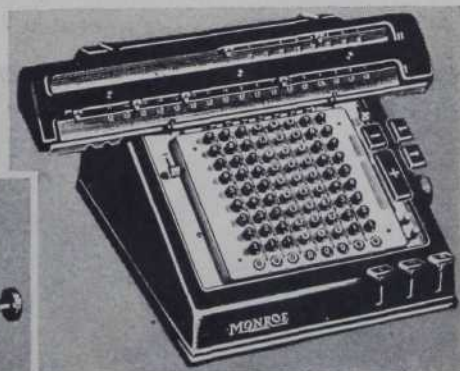
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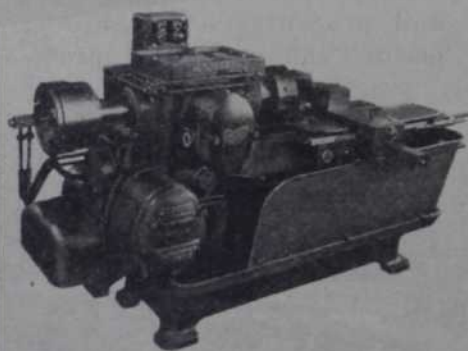
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degree, one may hope—by a subtle change that has crept into the philosophy and practice of industrial relations in the past decade. From about the time of World War I, enlightened employers gave much effort and thought to building up what, during the 1920's, we came to think of as modern personnel administration. The purpose was to develop cooperation between management and employees and to emphasize mutuality of interest. With the advent of the New Deal, Government joined with organized labor to tear down this system and to substitute a philosophy of conflict. Workers were taught that their interests opposed those of their employers.

This indoctrination has had its effects. Confidence between employees and management has been broken down to a considerable extent. In many companies collective bargaining has become, as some of its proponents always said it was, a system of horse trading.

### Negotiations may be better

IT WOULD be futile to expect that this attitude of distrust will be eradicated within the easily predictable future. But there is room for hope that, with the passage of years, both labor leaders and employers will become more skilled in joint negotiations, that many petty causes of friction will be eliminated, that contracts will become more detailed and less ambiguous, and that more efficient machinery will be set up for handling grievances.

Developments in collective bargaining also will be influenced strongly by labor's determination to relinquish none of its wartime gains. In the fields of wages, union security and legislation, labor has no thought of permitting any backward step. Rather, it may be expected to enlarge its demands. This attitude is certain to cause friction, perhaps strikes and much unrest, if and when the situation as to labor supply and demand becomes disadvantageous to the wage earners. The prophecy of improved technique in collective bargaining is not based upon any prospect for a lasting peace between the parties in industry.

But this does not mean that competition between labor and management needs to be senseless or unrestrained. There will continue to be opportunities for cooperation in production, efficiency, safety and cost reduction. These subjects are relatively non-controversial, and can be handled—as many companies now handle them—outside the collective bargaining machinery.

It is here that the employer should begin his plans for improving postwar industrial relations. Boundaries should be set between the areas of conflict and the areas of cooperation. The former should be held within minimum limits, the latter enlarged. In the areas of conflict, machinery for adjustment should be perfected as far as possible and then operated with maximum skill and understanding. In the areas of cooperation, every effort should be made to guide the human forces that can work together for better industry and a better country.



## The Coming Fire Sale

(Continued from page 32)

as the war's length, changing requirements, relief and rehabilitation policies, and the size of our postwar armed forces. Postwar military stockpiling requirements must be estimated, too. Allowance must also be made for the pre-Armistice termination of contracts and plant reconversion, and the effects on surplus supplies.

A recent Commerce Department article estimates the surplus property will total as much as \$75,000,000,000. Whatever the total, it will be a record one. Take \$60,000,000,000 for the sake of some comparisons. This sum represents three times as much stuff as all the Lend-Lease goods shipped up to the early part of 1944. It represents about twice the War Savings Bonds outstanding, twice as much as every person in the country earned in 1932.

Sixty billions is more money than all the expenditures of the federal Government from 1789 through 1936. Imagine all the materials and the property bought in those 147 years in a single pile—that gives an idea of our coming surplus problem.

Whatever the overall figure turns out to be, the business man interested in consumer-type goods needs to concern himself only with a fraction of the total. For what a few intelligent guesses are worth, we have some estimates made by Dr. A. D. H. Kaplan of the Committee for Economic Development early this year. His figures may be summarized as follows (in billions of dollars):

|  |       |
|--|-------|
| Estimated total surplus government property          | \$86½ |
| Of which non-salable                                 | 45    |
| Leaving total salable                                | 41½   |
| This is estimated to consist of:                     |       |
| War plants and capital goods                         | 14½   |
| Trucks and other non-combat transportation equipment | 4     |
| Chemicals  | 4     |
| Strategic materials                                  | 1     |
| Food   | 2     |
| Apparel, personal equipage & other soft goods        | 4     |

The last five categories, which do not include medical supplies, communications and miscellaneous items, comprise the civilian-type goods, and their total of \$15,000,000,000 in Dr. Kaplan's estimation represents the maximum of their postwar surplus supply.

This \$15,000,000,000 of consumer-type surpluses compares with normal retail inventories of something under \$7,000,000,000; average monthly retail sales in this country in 1939 of \$3,500,000,000 and in 1943—under war-time conditions of shortage and with higher prices—of \$5,000,000,000. Thus, if this estimate is correct, the overall amount of surplus goods of civilian type will represent only a few months' domestic supply and in general should present no serious obstacle to fairly rapid liquidation.

Before the Government can set about

## TOMORROW'S PROMISE...



War has brought a new appreciation of old values.

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For the railroads have clearly demonstrated their ability to perform and to progress. They have transported millions of additional tons of freight with no appreciable increase in rolling stock; carried millions of fighting men with but little inconvenience to essential civilian travel.

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The war is still to be won, and the ROCK ISLAND is resolved to see it through. But we envision a post-war era of rail transportation that will be as gratifying as the performance of the railroads in wartime.

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getting rid of its surplus goods, it must list and catalog it. What a job this will be with more than 2,000,000 items to be classified! For months the Treasury's Procurement Division has been working to complete a standard system of federal property commodity classification, developed in cooperation with WPB and the Budget Bureau. It will be late summer before the system is completed.

Once the surplus is catalogued, the next question is the general aim to be sought and the methods to be pursued in selling. In the actual disposal, who, if anyone, shall be given preference? Shall there be preferences as to quantity, and as to price?

Property that is "surplus" in one government department may be usable in another or by a state or local government. If federal property is thus transferred it does not come on the market.

The preference system which the Treasury used in recent months in disposing of surplus property shows:

1. Armed forces and war agencies.
2. Other federal agencies.
3. Tax-supported non-federal authorities, such as state and local government.
4. Contractors engaged in war work.
5. General public.

Selling goods to the public involves policies as to timing and frequency of offerings, treatment of perishable and semiperishable goods, reconditioning of articles before sale, and methods of sale: whether at public auction, under sealed bid, by negotiation, at fixed price, or in some other manner.

A special problem is the disposition of supplies, raw materials, partially manufactured goods and completed articles not yet delivered to the Government. This problem involves more than getting rid of surplus property. It involves, from the business man's viewpoint, the clearing of floor space so that he can get to work on something else.

It has been estimated that \$10,000,000,000 worth of goods will be in factory "pipelines" when the war ends.

Government-owned machine tools and the like require separate consideration. Where these cannot be readily sold for cash, they may be sold on credit. Leasing is still another possibility.

In establishing pricing policy for the various kinds of surplus property to be disposed of, the Government must decide how much stress to place on cost vs. market value, what to do with unsalable goods, whether removal of certain supplies is urgent for any reason. It must consider expenses incident to disposal.

Mr. Clayton's policy as to pricing, as disclosed in the hearings, requires that, before articles are offered for sale, the market be tested. The agencies selling property "must use ordinary business judgment and common sense" and ascertain the best price that can be obtained.

Not long ago, in selling 320,000,000 pounds of wool at auction, the Defense Supplies Corporation set a minimum price on it, while OPA fixed a maximum price. If the market for a surplus commodity is glutted, Mr. Clayton says he is

willing to hold it, depending on the circumstances.

Mr. Clayton has made two recent statements. One is the April 29 announcement of price policy relating to surpluses created by contract termination. Its chief aim is to move such goods quickly back into production. The second is his testimony of May 5 before a Senate committee urging delay in legislation until he has had more time to organize and study the needs. While asking Congress to lay down overall policy, Mr. Clayton wants the Administrator to be free to use good judgment in special situations.

Protecting the ultimate consumer against unreasonable mark-ups by distributors, a question Congress has been considering, seems to involve government control of both the distributor's prices and profits. A method of control sometimes suggested is the recapture by the Government of all profits on such resales in excess of a given percentage.

There seems to be a general intention in Washington to utilize established trade channels in the distribution of the surplus goods. So far as it goes, this attitude is in keeping with the 1943 recommendations of the War Property Committee of the Chamber of Commerce of the United States. The counsel of business men and trade associations is expected to be sought by the Government when it sells surplus goods.

## No Strikes in Yonkers

YONKERS, N. Y., an industrial city of 142,000, and home of 17 major war plants, has not lost a single hour of production, through strike or slowdown, since the nation first started to rearm.

Worker grievances have arisen here from time to time, as they have elsewhere, but management and labor have been able to sit down together and settle their disputes in a conference.

"The formation of a labor supply plan by the Yonkers Chamber of Commerce has been one factor in helping develop harmonious labor relations in the city," says Percy S. Peck, secretary of the local chamber.

"This plan," adds Mr. Peck, "has obtained jobs near at home for the workers and has averted general migration. Consequently, life in the community has been more normal than in some of the other industrial areas."

"The chamber also has a labor relations committee which makes it possible for the industrial labor relations directors of the various companies to pool their problems and solutions. One solution has been the development of low-cost housing."

Yonkers produces general ordnance and war supplies, and parts for plants, guns, tanks and warships. Among the plants are Otis Elevator, Phelps Dodge, Burroughs Wellcome, Alexander Smith & Sons, United States Industrial Chemical, United States Shipbuilding, Pyridium Chemical, American Dietetics and White Swan Uniform.



# When Uniforms Go in Moth Balls

(Continued from page 24)

fact, it might be a smart move on the part of some, who are demobilized first, to open up dry cleaning and pressing shops.)

But the consensus is that most of them will want new clothes.

It is expected that, after victory, G. I. Joe will be demobilized at the rate of about 300,000 a month. If veterans spend an average of \$60 on new clothing and accessories before heading for home, it will mean a clothing expenditure of \$18,000,000 a month—or \$216,000,000 a year for at least three years.

## What will he buy?

MANY leaders in all branches of the industry—assuming that stock and variety will be ample, and that, if they are rationed, service men will receive stamps at the point of discharge—expect the choice to be about as follows:

**Suits:** The veteran will have worn plain colors, khaki, blue or green ad nauseum. His first suit will be a lively gray, with a pronounced plaid if possible—or a wide herringbone or salt-and-pepper affair. The coat is likely to be double-breasted, and he would enjoy pleats on the trousers—which probably won't be available (OPA please note). He will want this coat broad in the shoulders, easy through the waist, trim over the hips. His trousers will have cuffs, and it is expected that the first pair, at least, will be held up by suspenders that yell.

Good retailers will do him the favor of insisting that he get plenty of room in both coat and trousers—because the vet will be putting on weight during the first few months after discharge.

**Shirts:** White should be a natural, with low, long pointed collars, and maybe some veterans will choose double cuffs

to sport a brand new pair of cuff links.

**Ties:** These will pack plenty of au-



**Veterans may not resume wearing coats in the summer. If they do, checks will be popular**

thority. No more plain colors for him. His choice will be touched, not too lightly, with red.

**Socks:** He will want 'em bright. Preferably light blue, yellow or red in mixed patterns.

**Shoes:** He may wish for narrow-toed numbers, but his feet won't crowd themselves into 'em—they have earned their right to more room the hard way—so he will decide on broader shoes, and, if available, they will have wing-tips. If he has been in the Navy he will want tan shoes; and if in the Army he'll want black. He may want a pair of slippers too.

**Hats:** Will he go without or will a year or more have made head-gear a habit? Business amounting to millions of dollars a year is involved in the answer. If the answer is *hat*, put in a supply of gray, snap-brims. If he is discharged during the summer, straw will be popular.

**Topcoats:** Depending upon the season and the weather, he may or may not buy this item at the time of discharge. When he does buy, his choice is expected to run toward single-breasted, fly-front patterned grays.

**Accessories:** The enterprising

storekeeper who makes it a point to display bright sport coats, slacks, fancy vests, lively scarfs and sport shirts will find it difficult to be overstocked—once demobilization gets under way.

Bathrobes should prove popular to those who like 'em, for the soldier has been using none or using his raincoat as a substitute.

A good, low-cost traveling bag would be a hard item to keep in stock.

As for the officers:

Navy officers are expected to swing away from the double-breasted blue to a single-breasted gray.

Army officers will no doubt ditch the single-breasted O.D.'s, for double-breasted gray.

Marine officers will undoubtedly switch from single-breasted green to double-breasted gray.

Understanding storekeepers won't take at his word the service man who, eager to get into civvies, changes in the store and says: "The devil with the uniform—you can have it!"

He doesn't mean it. After a while he will realize that it wasn't such a bad old uniform at that and that he's had some mighty rare and exciting times in it. He'll want it back—even if just to wear on a fishing trip or in which to do a little gardening.

One haberdasher carefully ties up the discarded uniform, labels it with the owner's name and address and stores it away.

For a while he worried about storage space—but no more. He has few uniforms on hand now. The others were all called for.

## Will he wear a coat?

MUCH thought has been given to the problem of dressing the returned soldier with the material which is expected to be available, and in guessing what may be his desires in clothing and accessories. But the \$64 question still remains unanswered: "If demobilized in the summer-time, will he go back to the habit of wearing a coat?"

Millions of dollars are involved in the answer—not in profit or loss so much as in stock dislocation.

If "no coat" is the answer, then he will buy more sport shirts and slacks, with a sport jacket or two of one kind or another, all of which would cost just as much if not more than a suit or two.

If gray and combinations of gray do not prove to be popular colors for G. I. Joe's first civilian suit (or white for shirts), then the haberdashery men expect the light blues to run first.

Regardless of the fighting man's choice in this matter, outfitters agree that he will head for home adorned in the finest, brightest colors to which he can lay his hands.

And who has a better right?



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**TURKEY—Economic  
Crossroads of World**

(Continued from page 29)

the one Russian, and the other British.

When the war is over, New Turkey will sit stronger than ever athwart the major routes between the world's center of population and industry and the undeveloped, but rich and strategically important, Middle East. In the postwar economic struggle to maintain free enterprise, it will be dangerous for us to ignore or to underestimate Turkey's position in Europe and the Middle East.

Although Turkey's population is only 18,000,000, territorially Turkey is Europe's second largest country and is as big as Greater Germany and Portugal combined.

**Undamaged by war**

OUTSIDE Sweden and Switzerland, it is the only important European power that has as yet suffered no loss or deterioration of its manpower, or of its economic and industrial resources. On the contrary, since the beginning of the war, Turkey has expanded its basic industries, built new ones, increased its general productive capacity, increased its military power and strengthened its military defenses. More fortunate than Sweden, Turkey has oil. Sweden has no oil. Turkey has plenty of coal and cereals. Sweden is seriously short of both.

Since 1939, Britain alone has poured millions of dollars into Turkey in loans and credits to expand its basic and war industries and strengthen its military defenses. British money and British engineers built the steel center at Karbuk, 100 miles south of the Black Sea.

Turkey has been pressing an intensive industrialization program throughout the past decade. The Five Year Plan was begun in 1934, significantly one year after Hitler came to power. Under this plan, with the help of Russian loans and technicians, Turkey established basic production industries, essential to defense—such as copper, steel, chemicals—expanded production in other basic industries; also established certain consumer goods industries, such as textile plants, shoe factories, paper mills and glass factories.

By 1937, three years after the plan was adopted, coal production in the Zonguldak basin rose from an annual 600,000 tons to 2,500,000 tons, while the annual production of chromium jumped from 3,400 tons to 193,000 tons.

The Four Year Plan adopted in 1938 called for further expansion of the steel industry, also for electric power stations, harbor improvements and a new commercial fleet.

This time, Eastern Turkey was brought into the industrial picture with plans for sugar refineries, cement factories, meat packing plants and spinning mills. Many of the projects were interrupted by the war with its stress on heavy industry.

Not until the war is over will the full

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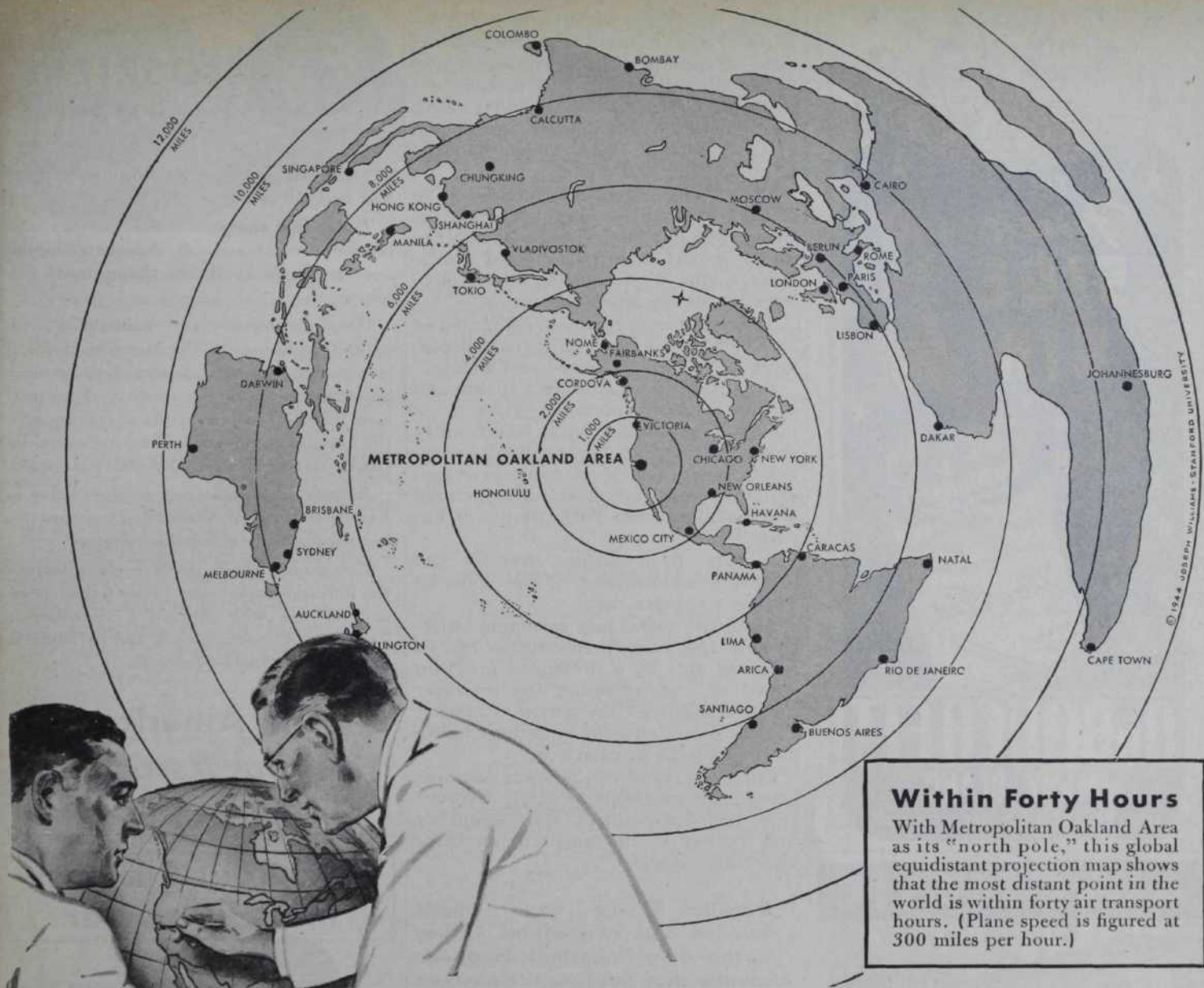
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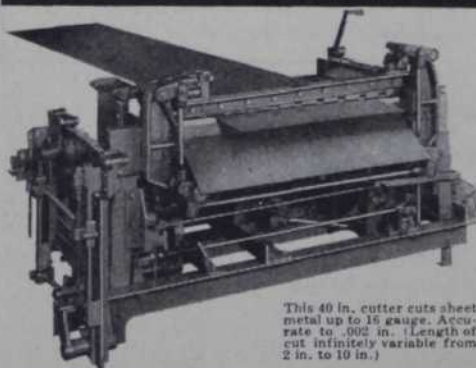
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story of Turkey's industrialization be known. One of the world's important exporters of chromium ore, Turkey has also exceptionally good copper mines. Other mineral wealth it is already exploiting commercially includes zinc, lead, mercury, manganese, antimony, arsenic, sulphur. It has known deposits of gold, silver and nickel.

Turkey exports cotton, and has its eye on the textile markets in the Middle East that Japan has lost. Tobacco is another major export item; also dried fruits, cereals, silk, wool, mohair, olives, olive oil, eggs, cattle, sheep and gums.

Turkey's forest reserves, estimated at 23,000,000 acres, have pine, oak, beech, lotus, pitch pine, boxwood and walnut.

Important to us, Ankara's spokesmen in this country, normally given to a policy of cautious silence, significantly stress the fact that Turkey offers a market for every one of our mass-produced articles. Iron and steel manufactures and machinery top Turkey's list of imports.

In turn, it is obvious that we can profitably absorb most of the items on Turkey's exports list.

Since the social and economic objectives of the Turkish Revolution can be achieved only by a prolonged program aimed at "transforming the producer into a consumer," the potential market Turkey offers cuts an important figure in any nation's calculations.

Obviously, however, postwar business considerations cannot be safely divorced from political realities. Here again we find Turkey in the limelight on three important counts:

1. Outside Russia, and perhaps Sweden and Switzerland, Turkey is the only important European country that can face the postwar period without undue fear of a social upheaval.
2. Turkey is the leader of the Middle East.
3. Turkey is the only stable country in the explosive Balkans.

The pattern of the Turkish Nationalist Revolution had affected the nationalist movements of the Middle East before the war.

Turkish position of leadership among the Moslem peoples, from the Mediterranean to the Persian Gulf, will be much stronger after the war.

Turkish leadership projects the pattern of Ataturk's "Western" revolution, a fact of the greatest importance to us. Turkey has won everything the other Moslem peoples of the Middle East want: freedom from imperialism, foreign economic cooperation without economic enslavement, a respected place among the great powers. But it had been able to win all this only because internally it had defeated the reactionary forces and made social changes that enabled it to assume the role and destiny of a progressive western nation. Turkey's internal and external achievements are in-



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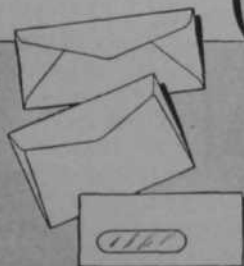


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separable. It is in this that Turkey's leadership gains its momentous importance.

The Kemalist revolution cleansed the nation of every force and tradition inimical to western civilization. The fez and the veil were outlawed, government officials donned western clothes, the Latin alphabet was substituted for the Arabic, education was made compulsory, the university of Istanbul was modernized, laws were passed to protect the workers from unfair exploitation. Women were granted equal rights, vocational schools for women were opened. There are today 13 women in the Turkish Parliament, women are pilots in the air force, women comprise a good portion of the teachers in the public school system.

Turkey had joined the West, and Turkey's influence on the peoples of the Middle East aspiring to nationhood is of the greatest moment to the western nations.

### Development would help world

THE Middle East, strategic bridge to three continents, is one of the danger spots of the world today. The economic potential of this roughly 2,000,000 square miles of territory is tremendous. But, whether this potential will be realized depends largely upon the sparse 60,000,000 inhabitants. The overcrowded nations of Europe will not sit idly by while this territory with its enormous agricultural, mineral and commercial potentialities is held in neglect by undeveloped peoples, large masses of whom live in a perpetual state of semistarvation. So long as it has to be exploited imperialistically it will be a standing invitation to military adventurers. The creation of stable and progressive nations on this territory, capable of exploiting its wealth in cooperation with the industrial nations, would contribute both to the stability and prosperity of the world's economy.

The pattern of the Turkish Revolution shows these people a way to healthy nationhood that would bring them into the orbit of the western world and western economy.

It is significant, perhaps, that Turkey, for centuries the seat of the Ottoman Empire, should be the first country to prove that East and West can meet. Of positive significance to the American business man is the fact that both Turkey's spokesmen and the progressive leaders of the Middle East look to us, more than to any other nation, for the economic and technical cooperation they need.

In the Balkans, Europe's traditional "cockpit," Turkey's self-contained foreign policy has, in the past two decades, lifted much of the old fear of the Turk.

Turkey has no imperialistic ambitions in the Balkans, but at the same time its national interests demand a policy of opposition to imperialistic penetration in the Balkans by any European power. The pattern of Turkey's revolution, with its emphasis on internal development and reform, and the good neighbor policy

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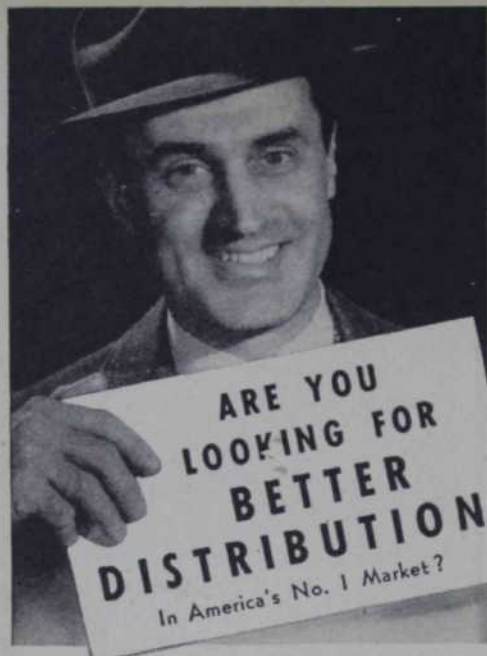
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it has followed, show the Balkan nations how best to achieve and maintain their independence. In Turkey, therefore, we have the strongest influence for the elimination of Europe's "cockpit."

However, Turkey offers us a special evolutionary problem. Turkey cannot be called a capitalistic country. More than half of the nation's industries, nearly all transportation and all but one of the large banks are government-owned.

But neither can Turkey be called Communistic or Socialistic. Half of the nation's industries are owned privately, the peasants own their own land and there are laws providing special exemptions from taxes and customs duties to encourage new private enterprises.

Turkey certainly is not fascist.

What is it?

Turkey is a backward country in an evolutionary economic stage peculiar to itself. In 1920, Turkey was a disintegrating agricultural nation. It lacked every elemental condition for a 20th-century capitalistic economy. It lacked capital. It lacked industries, technical and managerial personnel. It had no colonies and its resources had scarcely been tapped. There was no middle class of industrialists and merchants, sufficiently developed, to use a *laissez-faire* policy had it been adopted.

## Industry was needed

NEVERTHELESS Turkey faced the urgent problem, if it wished to survive, of developing itself industrially and technologically as quickly as possible. It had been bled white by a succession of wars. The Allies had stripped it of its empire after World War I.

After that war, it had to wage another for nearly two years to drive out the Greek invaders. Only the Government could raise the funds for the industries so urgently needed. Under these circumstances, limited statism cannot be described as either the preferred or the characteristic instrument. Rather it was the inevitable one.

The manufacture and sale of electric power by the Government may be a step toward socialism. On the other hand it may not be. Such electric power, in Turkey's circumstances, makes possible the rise of dozens of secondary industries, all privately owned, and, with these, the beginnings of a middle class without which a capitalistic society is impossible.

Transportation provided by the Government again opens the nation's markets to these enterprises. A basic steel and iron industry, transportation and electricity, make possible the rise of a hundred secondary industries, all privately owned. The merchants step into the picture. Clearly, limited statism, under such circumstances, may lay the evolutionary foundation for a capitalistic society.

The important question remains: Does Turkey's type of limited statism allow sufficient latitude for the development of a capitalistic society? Barring imponderables, the answer appears to be definitely in the affirmative.

Turkey's Ambassador in Washington,

Mr. Mehmet Munir Ertegun, recently said:

"Turkey's evolutionary trend today is toward a democratic and free enterprise system. We are resolutely helping to increase private trade between our business men and foreign business men."

"Turkey cannot stop its present industrialization program. But we hope to achieve it, after this initial start, through the expansion of private enterprise."

"For this reason, we look with the greatest hope to close economic collaboration with American business."

It must be recognized that the problem is not entirely in Turkey's hands. The Government may express its hopes. It can pass laws encouraging private enterprise. It has established a bank to finance private enterprise. It has divided large estates to allow more peasants to own their own land. But ultimately the balance between limited statism and individual enterprise can be tipped in favor of the latter only if private enterprise can, through foreign trade, accumulate sufficient domestic capital; or acquire sufficient foreign credit and technical assistance, to carry out on its own the establishment of the industries Turkey needs and must have.

Here is where our own foreign economic policy can play a vital role. The fine balance between statism and private enterprise prevails today not merely in Turkey but in the world at large. To maintain our own system we must carefully look to the business of keeping the balance in favor of the democratic and capitalistic nations of the world. Turkey's strong position in Europe and the Middle East, and the factors favorable to us in the present evolutionary stage of its economy, offer us such an opportunity, plus definite immediate economic advantages.

## 100 Years Ago

WHILE the Erie Canal was under construction in 1819, Judge Samuel Wilkeson of Buffalo gathered together a group of civic-conscious business men to get rid of a sandbar at the entrance to Buffalo Creek. The Buffalo Harbor Company was organized, removed the bar and made a navigable harbor which became the western terminal of the Erie Canal.

The company ceased functioning but the lesson it had taught in cooperative effort led Russell H. Heywood, flour milling magnate, to call together a meeting of merchants, vessel owners, forwarders and other business men. This meeting on January 16, 1844, at the office of Jay & Webster, launched the Buffalo Board of Trade "to cultivate friendship among the business men of Buffalo, to unite them in one general policy for the general benefit of trade and commerce of Buffalo, and to make it a market for western produce."

Heywood volunteered to provide the necessary quarters for the Board and was elected its first president.

In 1909 the Board of Trade became the Buffalo Chamber of Commerce.



( Another chapter in the story, "Working for Victory on the Santa Fe" )



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## Wartime Luncheon Habits

IF YOU attended grade school in a small town 30 years or so ago, you will recall noontime with pleasure. We country kids ate with the town boys under a big elm tree, swapping talk and victuals in a most democratic way.

We realize now that the talk—the half hour of loafing and relaxation and fellowship—was more important than the actual menu.

In 1944, we are perfecting a new democracy of the dinner pail which takes us far back along the paths of memory.

At a recent noon hour I sat with the president of a large bank in the basement of the bank building and ate lunch with him out of his dinner pail. It was a literal pail—an ex-lard bucket, to be exact—and he exhibited it with a kind of boyish pride. It had been packed at his home not by a servant but by his wife. It held excellent food.

With us were nearly 100 other workers, including tellers, clerks, stenographers, and others. Each had a lunch box or basket, and, except for the menu and the older faces, we might well have been back in 1914 at the grade school. The fellowship was just as free and democratic in every way.

### Lunch box moves upstairs

THE lunch box, especially one with a vacuum bottle, has long been a noonday fortifier for the man who works with his hands. Today it is recognized formally by the man and woman who work at the desk in the office.

Come to think of it, just why did a lunch box ever carry a social stigma anyway? Only the janitor brought his lunch? True, and the janitor was probably one of the best nourished men in the building. Convention forced him to sit down by the furnace or out in the alley and eat with others of his kind—until the boss upstairs discovered that a dinner pail could be a social leveler. Being the boss, he could do something about it, and he has.

He is using noon as a period for a subtle kind of spiritual warmth which comes over any person polishing off a square meal. In good company, that individual is willing all at once to be friendly, to "see the other side," to relax, to swap the little courtesies that alone can lubricate our busy lives.

Actual content of the lunch basket is still the housewife's worry and she had better look to it with care. Medical men are giving it strict new attention, backing up the executives in war plants. Just a quick grab out of the bread box and

refrigerator won't do. On the other hand, the lunch need not be burdensome.

So far, recommendations have included only two general things: (1) that attention be paid to the Government's now famous "basic seven" food groupings, and (2) that the individual worker's preferences be petted, if he isn't too woefully spoiled. The first is a science, made easy. The second gets back to the human equation.

### Strong likes in food

RESEARCH in one great war plant showed that average workers, male and female alike, develop a peculiar cockiness about lunch when the salary is good. They want what they want and feel aggressively entitled to it. Moreover, they are entitled to it, within reason, because instinctively their wants tell what their bodies and their egos need.

For instance, a male worker wants a meat sandwich and he likes the meat to overlap the bread—stick out and be visible and bountiful along with whatever lettuce the sandwich may contain. If you trim the bread neatly, cutting off the edges and giving it a triangular slice—whoo!—your psychology is wrong. It becomes something for the woman worker's basket, not his.

If you're the wife, don't crowd your man's lunch with little gooey, messy things. Thousand Island dressing on half a head of lettuce looks swell at six a.m., but dug out of its wrapping at noon it is flabby and flat. Cooked fruit is okay for breakfast, but at noon give him the round red apple or the whole orange.

Skip the utensils—no man likes to keep track of knife, fork and spoon—but give him a good pocketknife for his birthday. And, research shows, 76 per cent of the men workers prefer a lunch container that can be thrown away. Exception is the pint vacuum bottle, which can be stuck in a coat pocket.

It gets back, probably, to the basic psychology of us kids under the elm tree at school. Boys, whose mothers packed salad and mayonnaise in dainty little jars, were more than anxious to swap for my baked, buttered sweet potato.

But all of us had interesting and sometimes important things to say. We'd all eat, then we'd sprawl under the elm and talk out whatever problems beset our young lives. The mere process of talking them out with friendly people solves most problems or minimizes them. Food and fellowship beget the friendliness.

That's the foundation of the new American noon. —OREN ARNOLD



# Getting Down to Brass Tacks on Jobs

(Continued from page 23)

ers or 19 per cent of the total, followed by distribution with 7,500,000 persons. Nearly 20,000,000 persons found jobs in other lines.

A large number of workers are not directly dependent on enterprise at all for jobs. In 1939 more than 8,000,000—or 17 per cent of the total working—were not dependent on private enterprise as usually conceived. They were engaged in postal service, public service, domestic and personal services, professional work, education and military service.

Important contributions to the well-being of the nation have been made by that group of home enterprises, part-time and sideline activities which are not included in the usual definition of business enterprise. Included in this group are the households which have a roomer or boarder, the farms which have a truck garden, gravel-pit, a small lumbering business or other sidelines.

## Hobbies may be useful work

IN EVERY community there are also many part-time and semi-occasional carpenters, plasterers, bricklayers, painters, dressmakers, door-to-door salespeople, musicians. The breeding and sale of pets is a hobby which largely supplies the pet industry. It becomes evident that these many sidelines, hobbies, part-time and occasional jobs, all result in important contributions to our economy as sources of production, trade or service.

About 3,000,000 separate business establishments, not including 6,000,000 farmers, provided jobs for one or more persons. If a high level of employment is to be provided for the postwar period, we must not look primarily to manufacturing or to agriculture or to distribution for job outlets. Rather, we should think of the 3,000,000 or more establishments, each striving to survive and generally striving to grow.

Suppose we had 12,000,000 unemployed and could bring about conditions favorable for expansion; if then, each of these establishments could add, on the average, just four persons to its pay roll, the problem of mass unemployment would be substantially solved. This indicates the importance of attacking unemployment in a fundamental sense—in a way which will tap the energy and incentive of each of the millions of job-makers to adopt an expansionist program and to develop ways of maintaining regular production and employment.

In a free system, adequate employment opportunities cannot be made in Washington; they cannot be provided by business as a unit. They grow out of conditions which lead to favorable expectations on the part of these millions of individual business men and establishments. No doubt high levels of employment could be achieved in other ways, as in Germany and Russia, but recent history suggests that when this task is

thrown upon government the freedoms of society evaporate as rapidly, or even more rapidly than, unemployment.

In the desperate search for jobs and solutions to the unemployment problems, a number of false starts and misconceptions are making the rounds, including:

1. Overemphasis on "jobs." This is likely to drive us into uneconomic activity, into unproductive work, into production for the sake of the jobs rather than for the purpose of creating goods and services desired by the consumer.

2. Many critics of our economic system are currently challenging "private enterprise" to find the necessary number of jobs. This challenge, thus formulated, indicates a misconception of business and of private enterprise. There is no separate entity called "private enterprise" which we can look up in the telephone book or before which we can lay the challenge. It would be just as reasonable to challenge the American farmers to see to it that malnutrition is avoided—or else!

High levels of employment are not the work of any one sector of our economy but flow from a multitude of decisions made by a multitude of persons. Each person, each consumer, each business, each labor leader, each government official—in his day-to-day decisions or policy-making—affects the functioning of our economy.

3. It is not the objective of business or business men to provide jobs. Men establish businesses just as a worker seeks a job in a steel mill, not to produce steel but to gain a wage.

Grandfather does not smoke a cigar after each meal to give the cigar-maker a job. Joe, the haberdasher, does not open a men's store to provide jobs for his clerks. Business men are constantly viewed as having a special responsibility to create jobs but it is more fruitful in the long run to be realistic about the source of jobs.

Furthermore, business men are constantly urged to be efficient, to reduce costs and lower prices—this means doing a given volume of business with reduced expenditures. Since 70 to 80 per cent of all costs are ultimately labor costs, such pressure for efficiency must tend to reduce the labor requirements or jobs for a given volume of output. Thus, the notion that business men should be efficient and yet should provide more jobs involves a contradiction.

Of course, greater efficiency and lower costs, followed by lower prices through competitive pressure, may broaden markets and enlarge output; then new job opportunities may be created, providing the increase in volume more than offsets the reduction in outlays due to increased efficiency.

We need more job-makers and job-



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creators but the individual business man has no more—and no less—responsibility for adequacy of jobs than have our labor unions, government bureaus, legislators, and all other persons and groups who are shaping our economic policy, upon which adequate job opportunities depend.

An adequate supply of job opportunities must flow out of a balanced economy in which businesses can expand and new ones can be created. Geographical mobility of labor, retraining of workers, wages adjusted to demand, competition in the goods market, sound business tax policies—all of these, and others, are the essentials for an effectively-functioning economy.

4. Another view that may lead to undesirable results is: "If private industry does not provide jobs, government must do so."

This may be true politically, but it is a negative philosophy and policy, likely to paralyze new investment and courageous forward-planning by business. We have attained reasonably adequate employment in the past, and our basic objective should be to adopt those policies which will allow the effective absorption of our total labor supply. We should create the conditions essential for an expanding economy rather than adopt a negative program.

5. Since some unemployment is widely predicted in the reconversion period, tremendous efforts will be made to shorten the workweek substantially below the

prewar 40-hour period and thereby "share the work." For short periods, such work-sharing may have some merit. But, as a general policy, it is open to question for several reasons, sociological and economic.

Work-sharing during a depression, if generally adopted, upsets everyone's budget, spreads misery over the whole population, and extends bitterness throughout the whole work force.

A shorter workweek, coupled with a retention of the same weekly wage (take-home-pay) and unattended by increases in efficiency, inevitably means higher unit costs. These high unit costs will tend to be reflected in higher prices or, possibly, in reduced margins of profit.

Thereby consumer demand may be discouraged or the incentive to put men on the payroll may be blocked. In short, the workweek should never be reduced for economic reasons. If workers prefer more leisure rather than more goods and services and, therefore, prefer to work a shorter period, this should be their privilege in a free society.

Over the years with a gradual rise in efficiency, the workweek can be shortened without deteriorating the demand for labor, if the decision to shorten flows from voluntary, uncoerced agreement. But this is a different adjustment process from that which is envisaged by those who would try to create more jobs by shortening the workweek through labor union or governmental fiat.

6. Argument is already advanced that we must promote our foreign markets

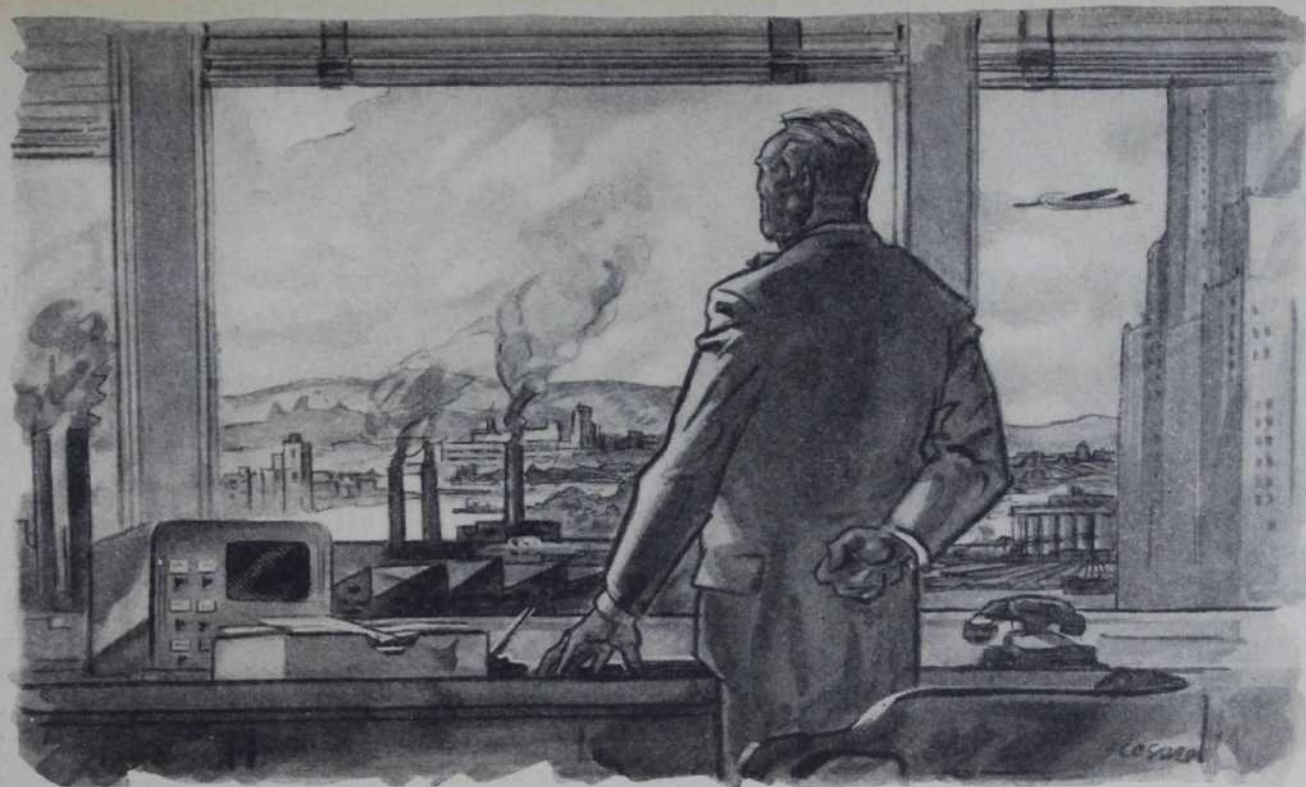


## Street Car Carries a Library

Edmonton, Alberta, Canada's ninth city with a population of 100,000, now has a street car fitted up as a traveling library so children and adults can obtain

books weekly as they ride. Thousands of books are circulated by the library on its routes through the city. The photo shows children exchanging books on the car.





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When peace comes again, New York is ready to forge ahead. Whether you are located within or outside of the State, if you are making plans for business expansion, the Department of Commerce of New York State can help you.

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## NEW YORK STATE

*Department of Commerce*





## “Hey, Mac... how do you spell *opportunity*?”

“DEAR SIR:”—the letter ran—“We’re sitting under some busted-up palm trees now, a long way from the good old U. S. Some of the boys are thumbing over a last year’s copy of your very interesting magazine. We hope you can mail us new issues, right away. I guess we are all pretty hot “prospects” for those western farms. Mostly, the fellows want places with streams, but we all think a little farm will give us a real...”

The “very interesting magazine” is *The Northwest*, a little 8-page monthly, published by the Northern Pacific Railway. It’s not very fancy, as magazines go. No jokes, no pin-up girls... mostly just short articles on farming and ranching. Page 7 is always a listing of “Farm and Home Opportunities”, describing farms and lands for sale in our western states.

As we get the picture, Page 7 is one of the best-read features in any literature reaching the war fronts. From a Fleet Post Office address comes

proof: “Although I’m from New York State, I’m very much interested in that logged-off land in Washington. Please send details.” From the Amphibious Force Boat Pool: “It’s difficult to make plans, but am very much interested in ranches in Northern Idaho.” One letter closes this way: “So you see, your magazine may be the missionary which will bring... some of Uncle Sam’s doughboys out West where the sun settles to sleep over fields of golden grain.”

These letters seem to tell us what our men are fighting for. They are fighting for opportunity. Isn’t it our duty to safeguard that opportunity for them?

There is a special, unwritten Bill of Rights that every American carries in his heart. It declares his privilege to take his own risks, in his own way... to use his strong, skilled hands to shape life as he wants it. That is the essence of free enterprise. And free enterprise, now and forever, spells *Opportunity*.



# NORTHERN PACIFIC

MAIN STREET OF THE NORTHWEST

and keep our tariffs high or raise them to put all of our people to work. If it were understood that production of goods and services is the basis of our well-being, rather than merely jobs, this proposal would not be made. When we export our goods, we export our raw materials and the product of our man-hours.

Our exports are of benefit to us only if we import the equivalent value of goods in return. Exports are essential and highly desirable for this and other nations but we should not look upon them as a device for solving our unemployment problem in the postwar era, except insofar as the normal export-import balance helps raise our standard of living.

7. Another dangerous fallacy is: “During the war we have solved the unemployment problem. If we can do this for purposes of destruction we also can do it in peacetime.”

### Regimentation for war only

DURING a war, we operate essentially under a regimented economy. The government dictates prices and wages, allocates materials and places the orders for the goods and services. Costs are largely ignored. During a war the threat of survival and the patriotic appeal account for the acceptance of such regimentation.

Even then, black markets flourish, complaints and violations are great, and no one believes that in the absence of a threat of survival and the wartime patriotic appeal such regimentation could continue. Furthermore, the huge deficit which we are accumulating as a part of this war effort cannot continue indefinitely into the postwar period. For these and other reasons, the notion that what we can do in war, we can do in peace is not realistic.

“Full employment” has become a political slogan. Everyone seems to be for it without much analysis as to what the term really means or whether the objective is attainable anywhere outside of regimented areas—the penitentiary, Naziland, or a rigid society.

An effective balance between the supply of and demand for labor at wages adjusted to conditions of demand probably states more adequately what we really desire to attain. In any case, mass unemployment is widely recognized as a serious blemish on the operation of our social, political and economic institutions. Steadier jobs, adequate in number so that no one will fail for any substantial period to find a demand for his services—these should be attainable objectives.

The problem of unemployment must be solved if we are to be a free and stable nation. But the responsibility for jobs cannot and should not be shifted by most of us to a few of us. The essential conditions for industrial expansion and regular production must be created. This means an effective adjustment between costs and prices so that profit expectations will be maintained.



# Capital Scenes... and



# What's Behind Them

## Did Biddle's foot slip?

NO REAL wise politician, observed the Senator, ever turns over a rock in public, unless he knows precisely what is under it. The remark was addressed to Attorney General Biddle by a kind of round-the-table play. Without bothering to quote from the Constitution, Mr. Biddle's comment in the Montgomery Ward case gave the President power over every business concern in the land:

"It was pretty appalling," said the Senator. "Biddle's claim covered all the dictatorial powers that Hitler or Stalin have. If it were to be taken as read the President would be the absolute ruler and Congress might as well pack up and go home. Like the Reichstag."

That was where Mr. Biddle turned the rock, said the Senator. For years the Executive has claimed the right to make "agreements" with other nations without subjecting them to the two-thirds sanction of the Senate as fixed in the Constitution. There was a possibility that the bypass would be accepted. It is, he said, always easy to sneak around the Constitution. Also, he said, once an agreement is made with another nation the Senate would hesitate about breaking it right out in public. That kind of thing might be full of trouble as mountain whisky.

## What's under the rock?

ADD Biddle's extension of the presidential powers to the possibility that the Senate's two-thirds rule might be out the window and we are on the way—said the Senator—to absolutism. Mr. Biddle might have good law back of him. The Senator does not see how we can ever find out from a Supreme Court

of which the members so often disagree: "Can't even be certain which members will disagree with which on what. There's no system about it. Two members make a point of talking out loud when an opinion by another member is being read. One member is snooted by the others. One who was rated as weak is strong now. The Nine Young Men knock off precedents as though they were skeet-shooting. They might take Biddle without water, or they might spew him—Scripturally speaking—out of their judicial mouths. It's a little awe inspiring, but it's funny."

For these and voluminous other reasons he thinks the two-thirds rule will continue to be Senate practice for a long

time to come. This is one of the things that Mr. Biddle found under the rock.

## Here's another thing

BOTH House and Senate, he said, love Cordell Hull. The members would like to grow up to be his kind of a man. The Senator said he would not run over the list of Hull's qualities. There are too many and they're all fine:

"And when he gets mad he can outblast any man since the Civil War."

But the members who have met Mr. Hull recently, and this includes some of the eight bipartisans, think he is not happy. They think that he has been edged away from policy-making by the White House insiders and that he is no longer in a position to be candid with his callers. The Hull who was not fettered could do more with Congress than all the other men in the Administration.

## Query in the sky

HOUSE leaders, he said, are consulting more intimately with Senate leaders than ever before in his recollection. The House is more definitely doubtful of the Executive than the Senate has been:

"And no better informed on world affairs—"

Mr. Hull, said he, is the Fine Old Man in the eyes of the House. Suppose—just suppose—that Hull should challenge the wisdom of some presidential promise to European politicians, kings, or guerrillas, and should put it up to the House? Of course the House is not a treaty-making body in the book—but what do you think?

## Spines are stiffening

HE THINKS that anger is one of the healthier emotions:

"No people has ever been more messed around and fooled with than we have been lately. We've been patient and kind of dazed. It takes a long time to get a working majority of 135,000,000 mad."

His colleagues in Senate and House are hearing from their constituents. They want to know why, for instance, the Army built a factory in which to make turret tops and another to make some other kind of important machinery and abandoned them almost without lighting a fire. The folks make allowances for the mistakes inevitable in warfare, but they think mistakes of such dimensions must be looked into.



## A little past history

HE REMEMBERS that 40 years ago an Army Engineer was charged with some kind of expensive skullduggery in some harbor job down south, and found guilty and dismissed from the Army:

"That colonel spent 30 years and all the money he could get in an effort to prove that he was not guilty. Likely he wasn't guilty. He certainly acted like an innocent man."

The point he was trying to make is that people were terribly upset about that case in those days. He has an idea that people are just as much upset about such things nowadays, but so much has been going on that they are kind of moonstruck. But anger is building up.

"In my state, anyhow. I wouldn't let my own wife read some of the letters the folks write."

## A three cushion carom

IN CONSEQUENCE of the slow burn around the crackerbarrel things get done, he said. Sequence is about like this: Some one gets mad; then his wife gets mad; then 2,000 people get mad; then one man writes to his congressman; his congressman talks to other congressmen; by and by something is done. A slow, laborious, but extremely certain process.

"That's what we call democracy."

Leon Henderson conducted the noisiest one-man band on a high wire in recent political history. After a long time Congress pushed him off and now Chester Bowles is doing a right good job of repair in OPA. The TVA is pretty well conducted, as privately owned organizations go. But it is gradually dawning on the people that, after all, it is publicly owned, and the Senator will bet a cigar that eventually it will be compelled to turn its receipts into the Treasury just as other public corporations should. The National Planning Board out-planned itself and after a long time the vine was lopped. And so on and on.

"When you hear somebody calling Congress names it's reasonably sure that somewhere Congress has been doing a good job."

## A scrubbing brush rampant

THE signs point to a tremendous housecleaning, he thinks. Taft is noting the violations of the Constitution, Byrd tabs the reckless expenditures, Smith of Virginia needles racketeering labor, Sumner of Texas burns the men who play politics at the people's cost. Kleberg of Texas hots up Mr. Justice Frankfurter!

"None of these things will be pressed to the point of interfering with our war effort. But they are on the fire along with a dozen more."

He thinks the fact that 1944 is a campaign year may have a moderating influence.

In any other year the dome of the Capitol would be incandescent right





# Making MAGNESIUM with PEERLESS-PUMPED WATER



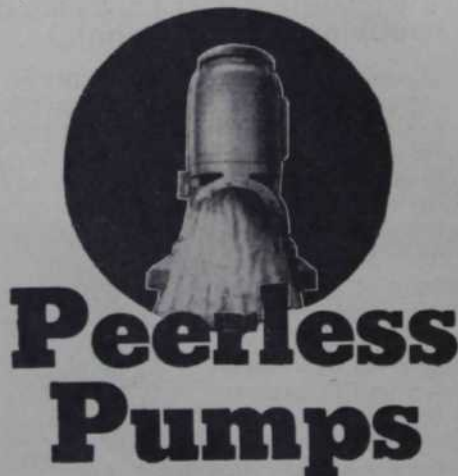
Six Peerless Pumps at Lake Mead



Pumps are installed on cantilever bridge

## From Lake Mead to Basic Magnesium, Inc.

The colossal desert plant of Basic Magnesium near Las Vegas, Nevada, is making thousands of tons of "desert gold" annually for war use. When operating at peak capacity, Basic needs 100,000,000 gallons of water daily. It's Peerless' job to deliver this deluge of water. At Lake Mead, twelve miles away, six huge Peerless Pumps lift the water from the lake and boost it over mountain ridges and through desert stretches to the Basic plant. The direct-connected pumps (Peerless Turbine Type) are mounted on a special Cantilever bridge that reaches out over the lake to deep water. A typical war job that Peerless is proud to be a part of.



**PEERLESS PUMP DIVISION**

**Food Machinery Corporation**

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now, but no smart politician would be caught making partisan politics out of the mistakes inevitable when a totally unprepared nation goes to war.

### That "unfinished business"

THE Senator has been reading Col. Stephen Bonsall's recently published *Unfinished Business*. It is the only story of what went on inside the Paris conference at which the League of Nations came into being.

"Seems to me the world's political brains took into consideration everything but human nature. Mr. Wilson tried to play God to the world, but the forgotten factor spoiled the plans."

He does not blame the Europeans for trying to make the League serve their own national purposes or for trying to keep other men from using it.

### A plant ready-made

HE DOES not think we will have another League to keep the peace—

"Absurd to think that the three great powers would set up a League in which the little powers might out-vote them. Human nature—and common sense—just doesn't work that way."

But he does hear talk in the cloakrooms that, if the three powers get together in some kind of a Holy Alliance with the small states as fringes, it would be a good idea to use the buildings of the old League at Geneva.

"If we do not we would just have to spend a lot more millions putting up shelters in some other country. What's the sense in turning Geneva into a kind of diplomatic slum?"

### On facing the facts

HE OBSERVES that there is more sound sense talked in the cloakrooms than gets onto the first pages:

"For instance. Congressmen talk of the Four Powers. They know that China is not a Power today, that she might not grow to be a Power inside the next half century, and that she will never become a Power unless she braces up politically. But no one wants to say so out loud, because we like and admire China, and are doing what we can to help her."

They hear that if the 400,000,000 poor devils in China do not get better treatment from their overlords, there will be another revolution.

### Power politics, same as before

THE more he listens to his colleagues in both Houses and both parties the more he is inclined to think of a blind man in Times Square led by a rabbit dog.

"We can't stay where we are and we can't move."

He has made up a list of no less than a dozen political post-war problems that now seem to be entirely insoluble. Put before a League, the volume of talk would swamp them. He finds little con-



gressional opinion in favor of an international police force. Americans would bolt back into what used to be called isolationism and which never was;

"We were about as isolated as a referee at a prize fight."

He thinks we will wind up in the old scheme of power politics. "No doubt we'll give it a new label. But the Big Three are going to rule the world and we might as well say so."

### Looking through the mirror

GETTING back to TVA for a minute.

"Folks say Congress is demonstrating its own selfish incapacity by forwarding the bill to require TVA to cover its receipts into the Federal Treasury. The idea is that David Lilienthal is a swell guy—and most of the time he is—and that Congress should let him alone to play with the TVA millions."

But there are 50-odd other corporations which have almost as many different financial set-ups. Suppose Congress were to continue to give them plenty of freedom? Suppose each conducted its affairs—more free of government control than any private corporation in the land—and as untaxed as robins? What becomes of our scheme of government? And of Congress? Or is that the idea?

### Signs of a new spirit

UNRRA got its money. It may now, when, as and if, feed some of the poor peoples in Europe who have been robbed and starved by the Nazis.

"But Congress seems to have set up a bar against UNRRA spending American money on reconstruction. Maybe it will be fixed to leap the bar in the days to come. The high jumping record gets higher every season."

But he has a hunch that this will be one of the last basket picnics we will give. We would like to go on giving, of course. It is not only more blessed but it is a lot more fun. But he feels that human nature will put an end to bank nights before long. About the time that baby's diapers are cherished as heirlooms because Taxpaying Papa cannot buy any new ones the idea of giving billions to other people will die on the vine.

### More about states' rights

OBSERVE, said the Senator, the things that are happening, or may happen, or might happen in the states and cities.

"They are not so eager when the federal Administration—that goes for Congress, too—breezes through the front door with some new plans for the evening. They are finally learning that in one way or another the check for the goulash party always gets under their plates. They are trying too hard to save money to be happy when the federal administration takes some of it away."

*Herbert Corey*



# "THE CHURCH IN THE JUNGLE"

I'm going up front now.

And if you don't mind, before I go I'd like to talk with you.

I won't ask you to intercede for me on the battlefield. I won't ask you to make things soft for me when the going gets tough. I won't ask you to carry me. I'll take the bitter and the rough along with the rest.

I ask only this . . .

If we must die, let us be worthy to die . . .

*If we must fall, let our fall be not unnoticed and alone.*

We know you understand . . .

And we know Joe's father and Pete's wife and Jack's brother and Bill's kids and Fred's girl and my mother understand . . .

But help the others back home to understand, too.

Help them to understand how much devotion to their jobs means to us . . .

Help them to understand that here in this green hell the enemy is not a man but a devil . . . that if you sleep you sleep with your finger on the filed-down trigger of a tommy gun . . . that sudden silence is drowned by sudden sound and the earthquakes and forests topple and hills fall and all of us live and walk in the fear of death . . .

Help them to understand that in a world where all we see and touch and hear is strange, a man must cling to changeless things . . . his home . . . his country . . . and his God . . .

Help them to understand we will never change our hearts and souls and minds about the things we're fighting for.

No. Out here we fight for the right to come back to our homes, our America, our way of life . . . for the right of all men to live and grow in a world where every man may keep forever free from hatred, greed and tyranny—his home . . . his country . . . and his God.

Amen.



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